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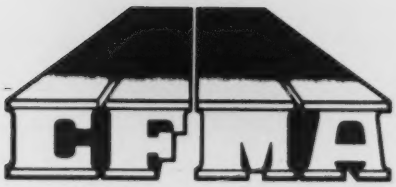
CONSTRUCTION INDUSTRY PERFORMANCE FOR 1991

CFMA'S CONSTRUCTION INDUSTRY ANNUAL FINANCIAL SURVEY

Construction's **Only** Financial Performance Report



CONSTRUCTION FINANCIAL MANAGEMENT ASSOCIATION

CFMA Construction Industry

Annual Financial Survey 1991

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Construction Financial Management Association,
Princeton Gateway Corporate Campus
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CONSTRUCTION FINANCIAL MANAGEMENT ASSOCIATION

CONSTRUCTION INDUSTRY ANNUAL FINANCIAL SURVEY

1991

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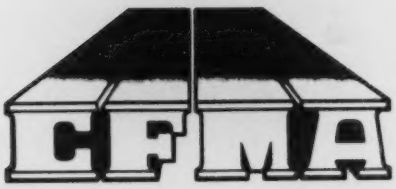


Construction Financial Management Association

For those who are not familiar with CFMA, the following will provide some background information.

The Construction Financial Management Association (CFMA) is the only non-profit organization dedicated to serving the financial professional in the construction industry. Established in 1981, CFMA fills the void between the various financial and industry associations by exclusively targeting the financial management side of the construction business. CFMA is the communications leader and premier source of education and information about those aspects of financial management unique to the construction industry.

CFMA meets the needs of a broad spectrum of financial managers: CFOs, treasurers, controllers, accountants. Each of these professional areas, and more, is open for general membership. CFMA's general members represent all types of contractors, including generals and subs, as well as developers, construction managers, architects, engineers and principals. CFMA encourages this intra-industry involvement and is proud that this feature provides a beneficial source of interaction within the industry.

CFMA's associate membership is open to those serving the construction industry, such as lawyers, public accountants, bankers, sureties, insurance agents and carriers, material and equipment suppliers and other service providers. This group plays a key role in CFMA programs and serves as a significant resource to the Association through their active involvement and support.

CFMA began as an informal gathering of construction executives over 10 years ago and has since grown into a vital industry participant, with 5,000 members and 60 chapters across the United States and Canada. CFMA Chapters in major cities from Maine to Honolulu provide local workshops, seminars and programs that complement the extensive member services provided by Association Headquarters.

CFMA Membership Application

Type of Membership Requested

❑ General Member ❑ Associate Member

PERSONAL INFORMATION

NAME: _____
LAST FIRST MI

NICKNAME FOR BADGE: _____

HOME ADDRESS: _____
STREET

_____
CITY STATE ZIP + 4 REQUIRED

OTHER PROFESSIONAL CREDENTIALS:
(CPA, CMA, Attorney, etc.)

_____

_____

EMPLOYMENT INFORMATION

COMPANY NAME: _____

ADDRESS: _____
STREET

_____
CITY STATE ZIP + 4 REQUIRED

PHONE: ( ) _____

FAX: ( ) _____

POSITION/TITLE: _____

GENERAL MEMBERS
(Check only one)

- ❑ General Contractor
- ❑ Sub/Specialty Contractor
- ❑ Architect/Engineer
- ❑ Real Estate Developer
- ❑ Construction Management
- ❑ Heavy/Highway Contractor
- ❑ Other(Explain) _____

_____

ASSOCIATE MEMBERS
(Check only one)

- ❑ Public Accounting
- ❑ Banking
- ❑ Surety
- ❑ Insurance Agency/Carrier
- ❑ Law Practice
- ❑ Suppliers-Material/Equipment
- ❑ Other(Explain) _____

_____

CHAPTER AFFILIATION

The Chapter operating in my area is indicated below; please consider me to be affiliated with this Chapter. (Contact Headquarters for the Chapter in your area, if not known.)

Chapter Name: _____

NOTE: Annual dues are $150.00 in U.S. Currency for the Association year ending March 31. Persons applying for membership after October 1 should remit one-half of the annual amount, or $75.00.

CFMA Dues $ _____

Chapter Dues (if applicable) $ _____

Total Amount Enclosed $ _____

Please return this completed application with your check for dues to the address below. Your Chapter will be notified of your affiliation.

Construction Financial Management Association
Princeton Gateway Corporate Center
707 StateRoad, Suite 223
Princeton, NJ 08540-1413 Phone: 609-683-5000

_____
SIGNATURE DATE

_____
Introduced to CFMA by:

LETTER TO USERS OF
CFMA'S
CONSTRUCTION INDUSTRY ANNUAL FINANCIAL SURVEY

The Construction Financial Management Association (CFMA) is proud to present the results of its third Construction Industry Annual Financial Survey. This comprehensive survey provides our membership with a wealth of information about our industry, our business practices and our financial well being. The CFMA Construction Industry Annual Financial Survey represents yet another "product" to help our members be more successful.

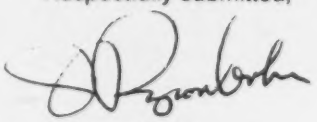
The response to our 1991 survey exceeded all expectations. Despite the nationwide recession that has gripped our industry for months, the level of participation in the 1991 CFMA survey was at an all time high. We are pleased with this increase and hope that in future years the survey response rate will become even greater. By increasing the level of response we will gain a better representation of our membership and improve the value of the survey. I thank those members who responded to the survey and encourage each of you to participate next year.

The survey results represent all types and sizes of contractors, from all regions of the country. The results are truly representative of our general members and provide an in depth profile of the construction industry.

CFMA is indebted to the significant contributions of Paul Chapman, Partner KPMG Peat Marwick, and his staff in Charlotte, North Carolina for the compilation and analysis of survey data.

The survey data is too comprehensive to summarize in this short letter so I encourage you to read carefully the entire survey. I am sure you will find it worth your time.

Respectfully submitted,



J. Bryon Wake
President

DESCRIPTION OF SURVEY

The CFMA Construction Industry Annual Financial Survey results are presented in the form of financial statement information, financial ratios, tables, charts, graphs, and narrative discussion and analysis. An Executive Summary is included on pages 3 through 6. Definitions of key terms and criteria used for classification purposes are included on pages 11 through 13. The formula and interpretation of twenty financial ratios is included on pages 15 through 18.

The overall results of the survey are presented on pages 19 through 50. The survey data is then presented by five major type classifications of contractors responding to the survey. For each of the five classifications the survey data is presented for the specific type of contractor compared to the overall results for all companies responding to the survey. Financial information is presented for each type of contractor, then this data is presented on a geographic region basis and finally, on a basis of annual contract revenue.

The survey data is intended to provide a source of information for the entire group of respondents first, then on specific segments of the entire group. Therefore, the need of the individual reader of the survey will determine which section will be most useful. There are limited comparisons of data among the five major classifications of contractors because it is believed that it is more important to analyze the survey results within each classification.

The CFMA Construction Industry Annual Financial Survey is not intended, nor does it, provide a statistically valid representation of the construction industry as a whole. The CFMA Construction Industry Annual Financial Survey is representative of the approximately 2200 firms with general members in CFMA and the 20 outside firms who responded to the survey questionnaire.

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EXECUTIVE SUMMARY

Purpose

The 1991 CFMA Construction Industry Annual Financial Survey is the third published survey by CFMA. The survey was conceived from the desire among contractors for financial information upon which to compare their companies. The need for comparability extended beyond financial statement information and included the choice of significant accounting methods and the policies of applying those methods. Also, there was a desire for comparability of general company data including employee benefits, various business practices, and contractor opinions on key business issues. The CFMA 1991 Financial Survey Questionnaire was designed to obtain this information.

The survey was sent to approximately 2800 CFMA general members in May 1991. In addition the survey was sent to non-members for the first time in 1991. Approximately 200 surveys were sent to non-members and approximately 2% of the survey results are a reflection of these respondents. The response rate was an overwhelming 30%. Of the 804 survey participants, 66% or 530 companies participated in the CFMA survey in 1990 and 83% or 669 companies provided detailed financial statement information. All companies responding to the survey provided information on accounting methods and policies and general data in a variety of areas covering company practices and opinions.

Form of Presentation

The survey responses were grouped into five classifications of contractors based on the type of contracting work performed. The five classifications are **Industrial and Nonresidential, Heavy and Highway, Single Family and Residential, Specialty Trades, and Other.**

Overall survey results are presented first without regard to the specific type of construction performed. Then the survey results are presented by the five classifications of contractors. Financial data is presented in total for each specific classification, then on a geographic regional basis and finally on a basis of annual contract volume.

OVERALL SURVEY RESULTS

General Data

The companies responding to the 1991 survey represent predominantly privately owned businesses (93%). The companies are typically regular corporations (65%), except for the Single Family and Residential companies which are 38% regular corporations and 62% S corporations and partnerships. All classifications are dominated by contractors performing as the general contractor, except the Specialty Trades classification which is 81% subcontractors. Consistent with the 1990 survey, the companies included in the survey represent long standing companies. Eighty-four percent of respondents have been in business at least 10 years and twenty-seven percent have been in business over 50 years. The respondents perform very little work (less than 1%) outside the United States. The majority of the respondents perform work in designated regions, only 2% are considered diversified (National) in that they perform less than 33% of their work in any region. The geographic regions in the U.S. and the percentage of work performed by the survey respondents in each are as follows.

Region	Percentage of Total Work Performed
Northeast	23%
Southeast	16%
Midwest	20%
Southwest	7%
West	11%
Far West	20%
Foreign	1%
National	2%
Total	100%

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The work performed by the survey respondents is generally for private industry (67%) as compared to the public sector (33%) of federal, state, and local governments. Only the Heavy and Highway classification performed over 50% of their work for the public sector. Open shop contractors make up 45% of the companies responding while 44% of respondents indicated that they are a union contractor. The remaining 11% of companies operate as double-breasted contractors.

The survey respondents indicate that only 9% of all companies offer post retirement benefits. For those companies offering post retirement benefits, medical insurance is the most common benefit offered.

Profit sharing plans represent the most common form of employee benefit plan representing 54% of companies included in the survey. Bonuses paid to employees, regardless of their level within the company, are predominantly determined on a discretionary basis compared to formula or goal attainment type criteria. Ninety-one percent of respondents perform some bonded work.

The percentage of companies with substance abuse testing increased from 22% in 1989 to 30% in 1990 and finally to 43% in 1991. The most common times for testing were testing for cause (82%) and pre-employment testing (78%).

The survey respondents indicated that only 16% of all companies are self-insured. Approximately one quarter of all companies in the Heavy and Highway classification are self-insured. For those companies indicating some self-insurance programs are in place, the most common self-insured area is health insurance.

The most common cash management banking arrangement is the zero balance account, represented by 51% of companies responding. Another 32% of respondents have savings accounts and 28% have interest earning accounts.

Retainages are decreased after a specific completion stage is reached for 40% of those responding. Another 32% of responding companies incur a level retainage with no reduction or interest earned. The remaining 28% have retainages held on only a portion of pay estimates, retainages earning interest or have securities held in lieu of retainage.

Approximately forty percent of the companies responding to the survey in May 1991 expect growth in revenue in the next year while forty-one percent anticipate a decrease in revenue. One in five (19%) believe contract volume will remain flat. In 1990, approximately one-half of the companies responding expected growth in revenue in the next year and in 1989, almost two-thirds of the companies responding expected growth in revenue in the next year.

The majority of companies responding indicated they anticipated the highest market growth in the next year to occur within the Real Estate Subdividers and Developers market (27%) and the Single Family and Residential Contractors market (23%). Twenty-five percent of the respondents are planning to enter new geographical regions in the next year.

The survey respondents indicated that the financial areas of most challenge facing the construction industry include insurance (workers compensation, medical, life, etc.), litigation, financing costs, manpower needs, and surety bonds.

Responses to the survey indicate 61% of all companies anticipate increased competition from new U.S. contractors entering their region, 59% anticipate competition increasing from U.S. contractors currently in their region and planning to enter their market, and 21% anticipate competition increasing from foreign competitors.

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Accounting Methods and Policies

Almost all companies (94%) included in the survey recognize contract revenue and profit in accordance with the percentage of completion method of accounting. Two-thirds of these companies recognize contract profits as soon as work begins while the remaining one-third defers profit recognition until contract performance reaches a stage when ultimate profits can be better estimated.

Contract claims for additional revenue are generally not recognized in the financial statements until settlement is imminent. Approximately one-third (31%) of the respondents recognize claim revenue in the period that the claim is settled while another 21% do not recognize claim revenue until it is received. Forty-eight percent of respondents recognize claims when the claim settlement is probable.

There does not appear to be a dominant accounting practice for unpriced change orders. Approximately one-half (51%) of the survey respondents recognize estimated unpriced change order revenue and the related cost in the current accounting period. The remainder of companies (49%) included in the survey defer unpriced change order cost and profit until the accounting period in which the change order is priced.

The most common form of contract entered into is the fixed price contract (59%). The Heavy and Highway classification performs 40% of their work under unit price contracts. Almost 60% of all contracts entered into are completed within twelve months and 96% are completed within twenty-four months.

Financial Information

Financial statement information for all 669 companies responding to the 1991 survey includes composite (weighted average) balance sheets, statements of earnings, and twenty financial ratios. **Financial statements and percentage totals may not add correctly due to rounding.**

The composite financial information is also presented by the five classifications of contractor based on the type of work performed. The five classifications and number of companies included for each are as follows:

Classification	Number of Companies	Percentage
Industrial and Nonresidential	292	43%
Heavy and Highway	123	18%
Single Family and Residential	25	4%
Specialty Trades	219	33%
Others	53	8%
	712	106%
Number of companies included in more than one classification	(43)	(6%)
	669	100%

Composite balance sheets, statements of earnings, and financial ratios are included on the following pages for comparative purposes. Composite financial statement information and ratios for each classification by geographic region and various size categories are included in separate sections. A special classification section includes data for publicly owned contractors, minority business enterprises, large national contractors, and foreign contractors.

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The composite balance sheet for all companies included in the survey, has total assets of $21.0 million and a net worth of $6.1 million. Total revenues are $56.9 million and net income after taxes is approximately $760 thousand or 1.3% of revenues. Return on assets is 3.6% and return on equity is 12.5% for all companies on a composite basis. The current ratio is 1.3 and the quick ratio is 1.1 for all companies.

The Industrial and Nonresidential contract classification has the largest composite balance sheet ($27.1 million total assets), however, its net worth ($6.5 million) was the second highest of the five classifications trailing Heavy and Highway ($10.4 million). The Industrial and Nonresidential contractor classification has the highest composite total revenue ($85.8 million). The Heavy and Highway classification has the highest level of composite net income ($1.4 million or 2.8% of revenue). The highest current ratio (1.5) and the highest quick ratio (1.3) is also found in this classification. The Single Family and Residential classification has the highest return on assets (8.6%) and return on equity (26.7%).

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COMPARATIVE FINANCIAL DATA

BALANCE SHEET
Most Recent Year-End

	All - Composite		Ind. & Non-Res Composite		Heavy Composite		Single Family Res. Composite		Specialty Composite		Other Composite	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent
Current Assets												
Cash and cash equivalents	$2,423,842	11.5%	$3,546,570	13.1%	$3,049,339	11.8%	$1,434,702	11.2%	$905,638	7.5%	$2,402,611	12.1%
Marketable securities and short-term investments	664,039	3.2	1,079,171	4.0	704,275	2.7	37,872	0.3	78,469	0.6	869,491	4.4
Receivables:												
Contract receivables currently due	7,124,462	33.9	9,835,128	36.3	5,720,249	22.1	2,218,380	17.3	5,138,717	42.3	6,622,778	33.4
Retainages on contracts	1,960,427	9.4	3,060,948	11.3	1,501,358	5.8	409,958	3.2	1,187,478	9.8	803,667	4.1
Unbilled work	324,943	1.5	581,139	2.5	335,471	1.5	60,693	0.1	199,390	1.5	97,595	0.8
Other receivables	933,784	4.4	1,347,710	4.6	1,299,419	5.0	432,970	3.4	393,375	3.2	545,799	2.8
Less allowance for doubtful accounts	(60,619)	0.3	(52,883)	0.2	(93,078)	0.4	(16,856)	0.1	(64,667)	0.5	(99,298)	0.5
Total receivables, net	10,305,677	49.0	14,392,054	53.9	8,763,419	33.8	3,105,186	24.2	6,854,263	56.4	7,980,540	40.2
Inventories	794,925	3.8	529,253	2.0	961,337	3.7	4,504,474	35.1	428,528	3.5	1,733,084	8.7
Costs and recognized earnings in excess of billings on uncompleted contracts	794,818	3.8	990,609	3.7	895,813	3.5	160,808	1.2	712,567	5.9	477,728	2.4
Investments in construction joint ventures	173,250	0.8	235,821	0.9	114,683	0.4	68,728	0.5	75,667	0.6	291,906	1.5
Other current assets	642,817	3.1	891,895	3.3	553,673	2.1	201,849	1.6	329,085	2.7	734,656	3.7
Total current assets	15,799,368	75.2	21,865,453	80.8	15,042,539	58.1	9,513,929	74.1	9,382,247	77.3	14,490,016	73.1
Property, plant and equipment	7,416,607	35.3	5,375,716	19.9	20,307,103	78.4	3,195,743	24.9	4,173,361	34.4	11,615,058	58.6
Less accumulated depreciation	(4,105,961)	19.5	(2,873,966)	10.6	(11,352,935)	43.8	(1,396,166)	10.9	(2,286,242)	18.8	(7,786,294)	39.3
Property, plant and equipment, net	3,310,646	15.8	2,501,748	9.2	8,954,168	34.6	1,799,577	14.0	1,887,139	15.5	3,828,764	19.3
Other assets	1,888,045	7.9	2,452,503	9.1	1,679,142	6.5	1,497,323	11.7	623,728	5.1	1,384,932	7.0
Intangible assets	239,823	1.1	250,941	0.9	228,792	0.9	25,911	0.2	250,044	2.1	133,693	0.7
Total Assets	$21,017,882	100.0%	$27,070,645	100.0%	$25,904,641	100.0%	$12,836,740	100.0%	$12,143,158	100.0%	$19,833,395	100.0%
Current liabilities												
Current portion of long-term debt	$695,713	3.3%	$506,333	1.9%	$1,060,845	4.1%	$1,051,381	8.2%	$582,787	4.8%	$1,592,220	8.0%
Accounts payable												
Trade, including currently due subcontractors	5,077,950	24.2	8,204,246	30.3	3,625,115	14.0	2,257,348	17.6	2,226,903	18.3	4,587,480	23.1
Subcontractor retainages	1,357,493	6.5	2,861,551	10.6	393,493	1.5	403,535	3.1	95,363	0.8	667,062	3.4
Other	634,676	3.0	735,970	2.7	275,304	1.1	47,142	0.4	708,133	5.8	468,831	2.4
Total accounts payable	7,070,119	33.6	11,801,767	43.6	4,293,912	16.6	2,708,025	21.1	3,030,399	25.0	5,719,353	28.8
Accrued expenses	1,386,673	6.6	1,863,778	6.9	1,663,318	6.4	192,027	1.5	929,769	7.7	758,308	3.8
Billings in excess of costs and recognized earnings on uncompleted contracts	1,952,046	9.3	2,650,729	9.8	2,243,483	8.7	1,124,713	8.8	1,123,609	9.3	1,200,808	6.1
Income taxes												
Current	142,302	0.7	139,547	0.5	250,178	1.0	73,557	0.6	62,422	0.5	286,999	1.4
Deferred	114,776	0.5	123,166	0.5	155,075	0.6	66,974	0.5	84,174	0.7	188,319	0.9
Total income taxes	257,078	1.2	262,713	1.0	405,253	1.6	140,531	1.1	146,596	1.2	475,318	2.4
Other current liabilities	519,815	2.5	310,049	1.1	333,462	1.3	1,461,815	11.4	815,625	6.7	365,814	1.8
Total current liabilities	11,881,444	56.5	17,395,719	64.3	10,000,273	38.6	6,678,292	52.0	6,628,785	54.6	10,111,821	51.0
Long-term debt, excluding current portion	2,138,690	10.2	1,878,719	6.9	4,207,079	16.2	1,851,602	14.4	1,481,452	12.2	2,870,124	14.5
Deferred income taxes	327,722	1.6	454,302	1.7	557,718	2.2	94,541	0.7	110,639	0.9	275,773	1.4
Other	559,428	2.7	770,486	2.8	694,449	2.7	71,513	0.6	204,734	1.7	586,203	2.9
Minority interests	43,516	0.2	78,022	0.3	36,112	0.1	0	0.0	22,500	0.2	152,586	0.8
Total liabilities	14,950,800	71.1	20,577,250	76.0	15,495,631	59.8	8,695,948	67.7	8,448,110	69.6	13,978,507	70.5
Net worth												
Stock, par value	416,607	2.0	430,434	1.6	437,985	1.7	585,819	4.6	346,759	2.9	710,258	3.6
Additional paid-in capital	967,776	4.6	916,083	3.4	1,325,584	5.1	294,743	2.3	692,214	5.7	1,854,175	9.3
Retained earnings	4,949,815	23.6	5,392,752	19.9	9,094,121	35.1	3,726,449	29.0	2,893,135	23.8	3,601,114	18.2
Treasury Stock	(267,116)	1.3	(245,074)	0.9	(448,680)	1.7	(466,219)	3.6	(237,060)	2.0	(210,659)	1.6
Total net worth	6,067,082	28.9	6,493,395	24.0	10,409,010	40.2	4,140,792	32.3	3,695,048	30.4	5,854,888	29.5
Total liabilities and net worth	$21,017,882	100.0%	$27,070,645	100.0%	$25,904,641	100.0%	$12,836,740	100.0%	$12,143,158	100.0%	$19,833,395	100.0%
Number of Participants	669		292		123		25		219		53	

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COMPARATIVE FINANCIAL DATA

STATEMENT OF EARNINGS
Most Recent Year-End

	All - Composite		Ind. & Non-Res Composite		Heavy Composite		Single Family Res. Composite		Specialty Composite		Other Composite	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent
Contract revenue	$55,388,542	97.3%	$83,662,047	97.5%	$45,944,089	95.8%	$21,819,338	96.4%	$30,558,491	98.6%	$38,149,049	96.2%
Other revenue	1,526,381	2.7	2,146,805	2.5	2,035,454	4.2	815,267	3.6	427,066	1.4	1,512,332	3.8
Total revenue	56,992,923	100.0	85,808,852	100.0	47,979,523	100.0	22,934,605	100.0	30,983,557	100.0	39,661,381	100.0
Contract cost	(52,966,954)	89.6	(79,257,900)	92.4	(40,626,956)	84.7	(18,720,155)	82.7	(26,220,709)	84.6	(32,688,908)	82.4
Other cost	(1,125,572)	2.0	(1,644,398)	1.9	(1,470,692)	3.1	(599,684)	2.6	(277,488)	0.9	(914,817)	2.3
Total cost	(52,092,526)	91.5	(80,902,299)	94.3	(42,097,648)	87.7	(19,319,839)	85.4	(26,498,206)	85.5	(33,603,725)	84.7
Gross Profit	4,800,397	8.4	4,906,553	5.7	5,881,875	12.3	3,314,766	14.6	4,485,351	14.5	6,057,656	15.3
Selling, general and administrative expenses	(3,749,908)	6.6	(4,053,306)	4.7	(3,873,474)	8.1	(2,012,265)	8.9	(3,670,021)	11.8	(4,348,640)	11.0
Interest income	219,526	0.4	362,474	0.4	299,772	0.6	166,442	0.7	72,602	0.2	148,985	0.4
Interest expense	(369,921)	0.5	(169,710)	0.2	(530,174)	1.1	(339,599)	1.5	(287,418)	0.9	(290,548)	0.7
Other income (expense), net	58,679	0.1	142,086	0.2	177,573	0.4	82,705	0.3	(69,469)	0.3	(118,205)	0.3
Net earnings (loss) before taxes	1,055,773	1.9	1,128,097	1.3	1,948,572	4.1	1,192,059	5.3	510,897	1.6	1,450,252	3.7
Income taxes	(295,984)	0.5	(275,825)	0.3	(579,267)	1.2	(87,971)	0.4	(206,561)	0.7	(355,323)	0.9
Net earnings (loss)	$759,789	1.3%	$852,272	1.0%	$1,368,305	2.8%	$1,104,088	4.9%	$284,336	0.9%	$1,094,929	2.8%
Number of Participants	669		292		123		25		219		53	

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COMPARATIVE FINANCIAL DATA

KEY FINANCIAL RATIOS
Most Recent Year-End

Liquidity Ratios	All-Composite	Ind. & Non-Res Composite	Heavy Composite	Single Family Res. Composite	Specialty Composite	Other Composite
Current Ratio	1.3	1.3	1.5	1.4	1.4	1.4
Quick Ratio	1.1	1.1	1.3	0.7	1.2	1.1
Days of Cash	15.3	14.9	22.9	22.8	10.5	21.8
Work. Cap. Turnover	14.5	19.2	9.5	8.0	11.3	9.1
Profitability Ratios						
Return on Assets	3.6 %	3.1 %	5.3 %	8.6 %	2.3 %	5.5 %
Return on Equity	12.5 %	13.1 %	13.1 %	26.7 %	7.7 %	18.7 %
Average Times Interest Earned	4.9	7.6	4.7	4.5	2.8	6.0
Leverage Ratios						
Debt to Equity	2.5	3.2	1.5	2.1	2.3	2.4
Revenue to Equity	9.4	13.2	4.6	5.5	8.4	6.8
Asset Turnover	2.7	3.2	1.9	1.8	2.6	2.0
Fixed Asset Ratio	54.6 %	38.5 %	86.0 %	43.5 %	51.1 %	65.4 %
Equity to G & A Expenses	1.6	1.6	2.7	2.1	1.0	1.3
Underbillings to Equity	18.5 %	23.0 %	11.8 %	5.3 %	24.7 %	9.8 %
Average Backlog to Equity	10.6	17.5	4.4	3.8	4.4	4.6
Average Backlog to Working Capital	16.4	25.4	9.0	5.6	5.9	6.2
Average Months in Backlog	13.5	15.8	11.3	8.4	6.3	8.2
Efficiency Ratios						
Days in Accounts Receivable	50.6	46.3	52.0	41.9	63.5	64.3
Days in Inventory	5.5	2.4	8.2	83.9	5.8	18.6
Days in Accounts Payable	39.5	39.8	33.4	42.9	39.9	64.1
Operating Cycle	32.0	23.7	49.7	105.7	40.0	50.5

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DEFINITIONS OF KEY TERMS

COMPOSITE FINANCIAL DATA

This financial data includes balance sheets, statements of earnings, and financial ratios. The balance sheets and statements of earnings represent a weighted average of all companies included in each classification. Percentages are presented for each dollar amount in the financial statements. Due to rounding the totals may not agree to the sum of various accounts. Such variations are few and insignificant.

The financial ratios are calculated from the composite balance sheets and statements of earnings data. They are not averages of ratios for all companies included in the classification, except where specifically indicated.

AVERAGE FINANCIAL RATIOS

Certain financial ratios are included in the survey that represent the simple average of those ratios for each company reporting financial information in the survey. These ratios are not calculated from the composite (weighted average) financial information because the elements needed to calculate the ratio were not compiled on a composite basis. These ratios are labeled "average" and include Backlog to Equity, Backlog to Working Capital, and Months in Backlog. Times Interest Earned was calculated and labeled "average" in the 1991 survey.

TYPE OF CONTRACTOR

The survey respondents were classified into five categories of construction based on the type of work performed. Classification was based on the level of contract volume completed for various SIC codes. A contractor was included in a classification if at least one third of its annual contract revenue was completed within that classification. The classifications and SIC codes included for each are as follows:

INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS

1531 Operative builders
1541 Industrial buildings and warehouse
1542 Nonresidential construction

HEAVY AND HIGHWAY CONTRACTORS

1611 Highway and street construction
1622 Bridge, tunnel, & elevated highway
1623 Water, sewer, and utility lines
1629 Heavy construction, other

SINGLE FAMILY AND RESIDENTIAL CONTRACTORS

1521 Single-family housing construction
1522 Residential construction

SPECIALTY TRADES CONTRACTORS

1711 Plumbing, heating, air conditioning
1721 Painting, paper hanging, decorating
1731 Electrical work
1741 Masonry and other stonework
1742 Plastering, drywall, and insulation
1743 Terrazzo, tile, marble, mosaic work

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TYPE OF CONTRACTOR, continued

1751	**Carpentry**
1752	**Floor laying and floor work**
1761	**Roofing and sheet metal work**
1771	**Concrete work**
1781	**Water well drilling**
1791	**Structural steel erection**
1793	**Glass and glazing work**
1794	**Excavating and foundation work**
1795	**Wrecking and demolition work**
1796	**Installing building equipment**
1799	**Special trade contractors**

OTHER CONTRACTORS

6552	**Subdividers and Developers**
xxxx	**Construction manager**
xxxx	**Other**

GEOGRAPHIC REGIONS

The financial data included in the survey was classified into seven geographic regions. A contractor was included in a region if at least one third or more of its annual contract volume was performed in that region. Using the aforementioned criterion it was possible for a company to be excluded from all geographic regions if no more than 33% of its annual volume was performed in a region. These companies are included in the category of National Companies. The actual headquarters location of a contractor was not a factor in determining the regional classification. The regions and the states included in each are as follows:

1. **Northeast** - includes the following states:

   (Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont)

2. **Southeast** - includes the following states:

   (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia)

3. **Southwest** - includes the following states:

   (Arkansas, Kansas, Louisiana, Missouri, Oklahoma, Texas)

4. **Midwest** - includes the following states:

   (Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, South Dakota, Ohio, Wisconsin)

5. **West** - includes the following states:

   (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming)

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GEOGRAPHIC REGIONS, continued

6. **Far West** - includes the following states:

   (Alaska, California, Hawaii, Oregon, Washington)

7. **Foreign** - includes all international work.

8. **National** - includes contractors performing less than one third of their annual contract volume in any geographic region.

NUMBER OF COMPANIES

This term represents the number of companies included in a given classification such as a geographic region or type of contractor. Because of the criteria used to determine classifications there may be situations where the sum of the number of companies in a classification exceed the total for all companies in that classification. This situation does not distort the analysis of data or conclusions stated in the survey.

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FINANCIAL RATIOS - FORMULA AND INTERPRETATION

One key element in any financial analysis is the comparison of financial ratios. The usefulness of financial ratios is increased as individual ratios are compared to each other over time. For instance, an analyses which explains a change in the current ratio over the past two years will be more useful to the reader than an explanation of the variance between that company's current ratio and a published "industry average" current ratio. The use of financial ratios can be an excellent tool in financial analysis however, mere comparison to industry averages may have limited value.

The primary benefit of financial ratio analysis lies in determining the cause of changes in ratios over time. Industry averages of various ratios can be useful as a beginning benchmark for comparison purposes and as an indication of industry competition. The interpretation of financial ratios provided below is not intended to represent all possible interpretations and is only an example of how these ratios may be used. There may be other interpretations of these financial ratios.

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Liquidity Ratios

Ratio	Formula	Interpretation
Current Ratio	Current Assets / Current Liability	Indicates the extent to which current assets are available to satisfy current liabilities. Usually stated in terms of absolute values (i.e., 2.1 to 1.0 or simply 2.1). Generally, a minimum current ratio is 1.0 which indicates that current assets at least equal current liabilities.
Quick Ratio	Cash & Cash Equivalents + Short-term Investments + Receivables, net / Current Liabilities	Indicates the extent to which the more liquid assets are available to satisfy current liabilities. Usually stated in terms of absolute values, a quick ratio of 1.0 is generally considered a liquid position.
Days of Cash	(Cash & Cash Equivalents) x 360 / Revenue	Indicates the number of days revenue in cash. Generally, a ratio of 7 days or more is considered adequate.
Working Capital Turnover	Revenue / Working Capital (Current assets-current liabilities)	Indicates the amount of revenue being supported by each $1 of net working capital employed. A ratio exceeding 30 may indicate a need for increased working capital to support future revenue growth.

Profitability Ratios

Ratio	Formula	Interpretation
Return on assets	Net Earnings / Total Assets	Indicates the profit generated by the total assets employed. A higher ratio reflects a more effective employment of company assets. This ratio is generally stated in terms of percentages (i.e., 10% return on assets).
Return on Equity	Net Earnings / Total Net Worth	Indicates the profit generated by the net assets employed. This ratio reflects the stockholders' return on investment and is generally stated as a percentage. A very high ratio may indicate an undercapitalized situation or conversely, a very profitable company!
Times Interest Earned	Net Earnings + Income Taxes + Interest Expense / Interest Expense	Indicates the company's ability to meet interest expense from operations. A low ratio may indicate an over-leveraged situation and a need for more permanent equity.

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Leverage Ratios

Ratio	Formula	Interpretation
Debt to Equity	$\frac{\text{Total Liabilities}}{\text{Total Net Worth}}$	Indicates the relationship between creditors and owners. Generally, a ratio of 3 or lower is considered acceptable.
Revenue to Equity	$\frac{\text{Revenue}}{\text{Total Net Worth}}$	Indicates the level of revenue being supported by each $1 of equity. Generally, a ratio of 15 or less is considered acceptable.
Asset Turnover	$\frac{\text{Revenue}}{\text{Total Assets}}$	Indicates the level of revenue being supported by each $1 of assets. By reviewing the trend of this ratio one can determine the effectiveness of asset expansion.
Fixed Asset Ratio	$\frac{\text{Net Fixed Assets}}{\text{Total Net Worth}}$	Indicates the level of stockholders' equity invested in net fixed assets. A higher ratio may indicate a lack of funds for current operations. Usually, a low ratio indicates a more favorable liquidity position; however, off balance sheet financing of equipment may offset this apparent positive indication.
Equity to General & Administrative Expenses	$\frac{\text{Total Net Worth}}{\text{General \& Administrative Expenses}}$	Indicates the level of overhead in relation to net worth. Generally, a ratio of 1.0 or more is considered acceptable.
Underbillings to Equity	$\frac{\text{Unbilled Work + Cost in Excess}}{\text{Total Net Worth}}$	Indicates the level of contract volume being financed by the stockholders. Usually stated as a percentage, a ratio of 30% or less is considered acceptable.
Backlog to Equity	$\frac{\text{Backlog}}{\text{Total Net Worth}}$	Indicates the relationship of work under contract to total stockholders' equity. Generally, a ratio of 20 or less is considered acceptable. A higher ratio may indicate the need for additional permanent equity.

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Efficiency Ratios

Ratio	Formula	Interpretation
Backlog to Working Capital	Backlog / Current Assets-Current Liabilities	Indicates the relationship between work under contract and working capital. Generally, a ratio of 30 or less is considered acceptable. A higher ratio may indicate a need for an increase in permanent working capital.
Months in Backlog	Backlog / Revenue/12	Indicates the number of months it will take to complete all work under contract. A ratio of less than 12 indicates a need to secure new contracts in the next year to maintain a constant level of annual revenue.
Days in Accounts Receivable	*Accounts Receivable, net x 360 / Revenue	Indicates the number of days to collect accounts receivable. A lower ratio indicates a faster collection of receivables, thus more liquidity. Generally, a ratio of 60 days or less is desirable. Consideration should be given to the days in accounts payable ratio as a days in accounts payable ratio less than a days in accounts receivable ratio may indicate a drain on cash flow.
Days in Inventory	Inventory x 360 / Cost of Sales	Indicates the number of days required to sell inventory. A high ratio may indicate an overstocking of inventory.
Days in Accounts Payable	**Accounts Payable x 360 / Cost of Sales	Indicates the number of days it takes to liquidate trade payables. The ratio should be compared to credit terms of vendors. Generally, a ratio of 45 days or less is considered adequate; however, if this ratio is lower than the days in accounts receivable ratio cash flow may be negatively impacted.
Operating Cycle	Days in Cash + Days in Accounts Receivable + Days in Inventory - Days in Accounts Payable	Indicates the length of time it takes for the company to complete a normal operating cycle. A low ratio may indicate a need for more permanent working capital.

* Excludes retainages on contracts and unbilled work
** Excludes subcontractor retainages

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OVERALL RESULTS OF THE 1991 FINANCIAL SURVEY

A CORPORATE PROFILE

Foreword

The 1991 CFMA Financial Survey Questionnaire was designed to provide a great deal of data about CFMA general members. The data obtained is grouped into three broad categories. These categories and a brief description of the data in each follows:

General Data

This category provides information about the company, the type of work performed, geographic regions in which work is performed, the source of work, post retirement benefits, benefit plans, bonus plans, cash management, whether substance abuse testing is performed and whether the company is self insured. Also, member opinions on identifying major industry issues, increases in competition and future growth prospects, (both market and regional growth) are included.

Accounting Policies and Methods

This category of the survey identifies the major corporate accounting policies and methods used by CFMA members. Some of the more significant areas covered include revenue recognition policies for construction contracts, unpriced change orders and claims. Other areas include type of contracts performed, the timing of contract profit recognition, the average length of contracts, and percentage of work performed by subcontractors.

Financial Data

This category provides detailed financial data on CFMA general members as a whole. This data is then broken down as to type of construction, geographic regions where work is performed and by volume size of contractor. Detailed composite balance sheets, earnings statements and financial ratios are presented for the 1991 and 1990 survey participants. Twenty separate financial ratios are presented for each set of financial statements.

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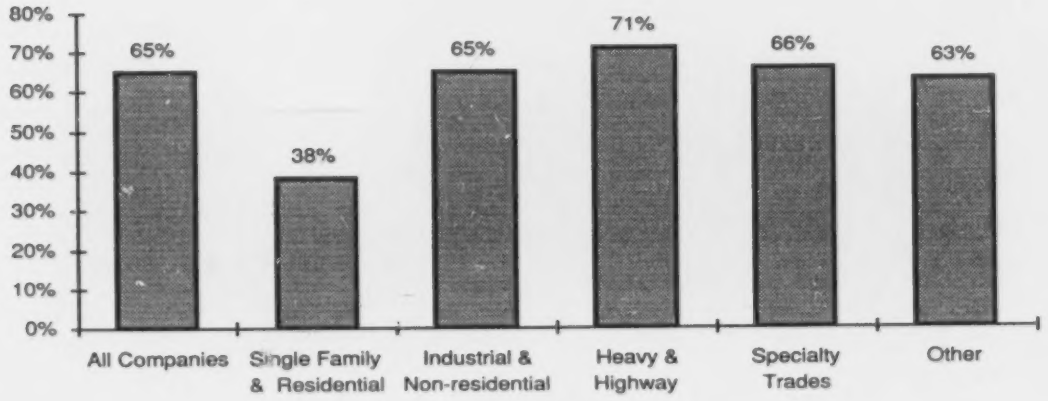
GENERAL DATA

TYPE OF BUSINESS

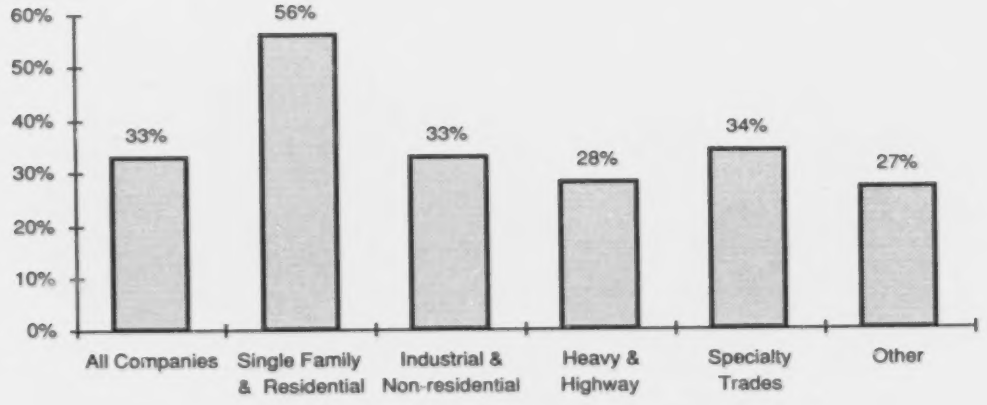
A summary of certain key characteristics of the composite corporate structure of companies responding to the 1991 financial survey are presented below with brief comments.

Legal Form of Business

Regular "C" Corporation



"S" Corporation



The important information depicted in the above charts is that one third (33%) of all respondents are "S" Corporations. This percentage has increased from 30% in 1990 and 26% in 1989 and will possibly continue to increase if the present federal income tax structure remains in place. The largest percentage of "S" Corporations is in the Single Family and Residential builder group. The 1991 survey results reflect an increase in the percentages of "S" Corporations for all classifications, except Heavy and Highway, with the largest increase in Single Family and Residential.

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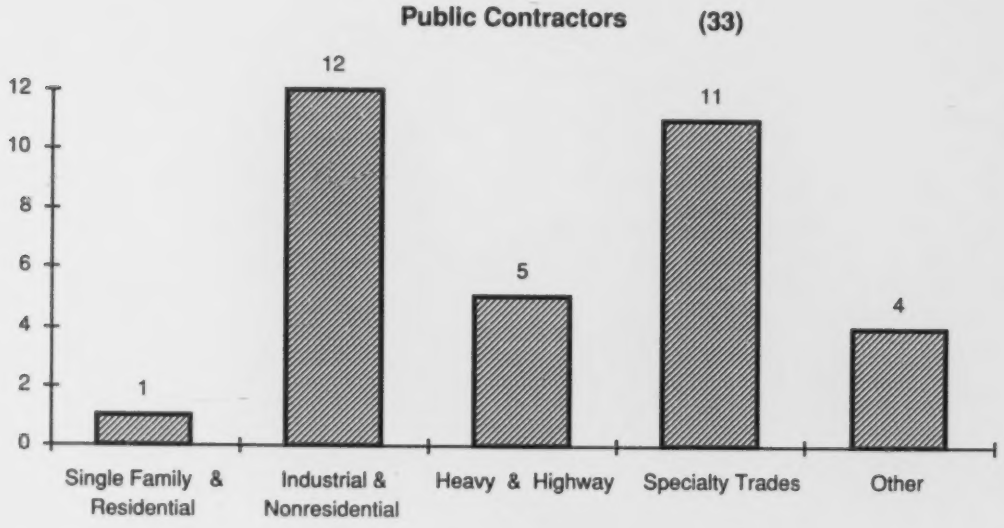
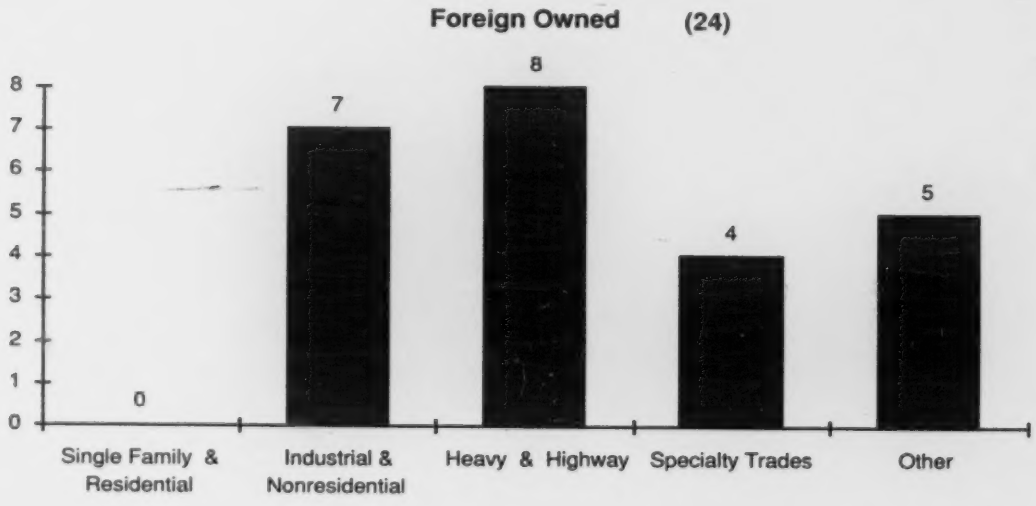
OWNERSHIP OF BUSINESS

Responding to the question "What is the ownership of the business?" the companies surveyed were given a choice of three responses: Public (S.E.C. Registration); Private; Foreign owned. Overall, 93% (747 companies) of respondents answered that their companies were privately owned. The remaining companies responded approximately equally that they were publicly owned (4% or 33 companies) and foreign owned (3% or 24 companies).





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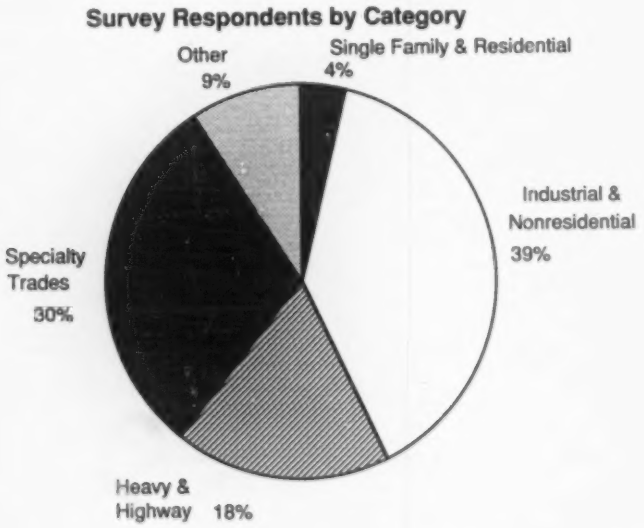
TYPE OF CONTRACTOR

Respondents to the survey identified the type of work performed by estimating the volume of work performed in each of 27 separate SIC codes. The SIC codes were grouped into five major classifications as presented below.

Classification	SIC Codes
Single Family & Residential	**1521; 1522**
Industrial & Nonresidential	**1531; 1541; 1542**
Heavy & Highway Construction	**1611; 1622; 1623; 1629**
Specialty Trades	**1711; 1721; 1731; 1741; 1742; 1743; 1751; 1752; 1761; 1771; 1781; 1791; 1793; 1794; 1795; 1796; 1799**
Other	**6552 (Subdividers and Developers)**
	Construction Management
	Other

The percentage of respondents for each classification is as follows:



The criteria used to classify responses was if the respondent indicated that at least one third of its annual contract volume was performed in any of the classifications. This criteria was selected because it was believed that a company performing at least one third of its annual volume of work in a given classification would more than likely exhibit those corporate and financial characteristics common to that segment of the construction industry.

Role of Contractor

Of the 804 survey responses, 467, or 58%, described themselves as a general contractor; 249, or 31%, described themselves as subcontractors and the remaining 88 respondents, or 11%, described themselves as either a construction manager, subdivider or developer or some other role.

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The role of contractor broken down by classification of work is presented in the following chart:

	General Contractor	Sub-Contractor	Others
All Companies	58%	31%	11%
Single Family & Residential	85%	6%	9%
Industrial & Nonresidential	94%	1%	5%
Heavy & Highway	76%	15%	9%
Specialty Trades	13%	81%	6%
Other	24%	23%	53%

Labor Classifications within the Company

Respondents indicated their labor classification as 45% Open Shop (non-union) contractor, 44% Union contractor, and 11% Double-Breasted (union and non-union) contractor. As expected, the majority of Single Family and Residential contractors (82%) identified themselves as Open Shop Contractors. The high percentage of Specialty Trades contractors identifying themselves as union contractors is also expected based on the type of work performed and their concentration in the northeast.

	Open Shop Contractor	Unior Contractor	Double-Breasted Contractor
All Companies	45%	44%	11%
Single Family & Residential	82%	15%	3%
Industrial & Nonresidential	53%	38%	9%
Heavy & Highway	43%	40%	17%
Specialty Trades	33%	58%	9%
Other	39%	43%	18%

Location of Work Performed

Respondents were requested to estimate the geographic regions in which they completed contracts. The geographic regions were presented with a listing of states included in each region. A region labeled "Foreign" was described as "includes all international work". As in the type of contractor classifications, a contractor was included in a region if one third or more of its estimated annual volume was completed in a region. This criteria was used because it was believed to represent a reasonable level of contract activity for classification purposes. A region labeled "National" includes contractors not meeting the criterion for any geographic region.

A summary of the level of work completed by geographic region is presented on the next page.

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Region	Percentage of Work Completed in each Region
Northeast	23%
Southeast	16%
Midwest	20%
Southwest	7%
West	11%
Farwest	20%
Foreign	1%
National	2%
Total	100%

A listing of states included in each geographic region follows:

Northeast — includes the following states:
(Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont)

Southeast — includes the following states:
(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia)

Southwest — includes the following states:
(Arkansas, Kansas, Louisiana, Missouri, Oklahoma, Texas)

Midwest — includes the following states:
(Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, South Dakota, Ohio, Wisconsin)

West — includes the following states:
(Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming)

Far West — includes the following states:
(Alaska, California, Hawaii, Oregon, Washington)

Foreign — includes all international work.

National — includes contractors performing less than one third of their annual contract volume in any geographic region.

A summary of the percentage of work performed by region for each of the five major contractor classifications is presented on the next page.

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Region	All Companies	Single Family and Residential	Industrial and Non-Residential	Heavy & Highway	Specialty Trades	Other
Northeast	23%	20%	18%	23%	25%	28%
Southeast	16%	12%	19%	14%	14%	8%
Midwest	20%	12%	19%	22%	25%	17%
Southwest	7%	5%	9%	7%	6%	4%
West	11%	14%	11%	15%	8%	17%
Farwest	20%	37%	22%	16%	19%	19%
Foreign	1%	0%	1%	2%	0%	4%
National	2%	0%	1%	1%	3%	3%
Total	100%	100%	100%	100%	100%	100%

The chart above appears to reflect a relatively even level of work in each region except for Single Family and Residential contractors who perform approximately 37% of their work in the Far West region (this is down from 46% of their work being performed in the Far West region in 1990). The next highest concentration of work by type of contractor is 28% of Other contractors in the Northeast region. Overall, the highest level of work in a region is 23%, in the Northeast followed by 20% in both the Mid West and the Far West. All of these characteristics are indicative of the general population and economic activity in the United States . The relative low percentages in the Southwest and West regions are results of a general recession in the economy in the Southwest region and the less industrialized nature of the West region.

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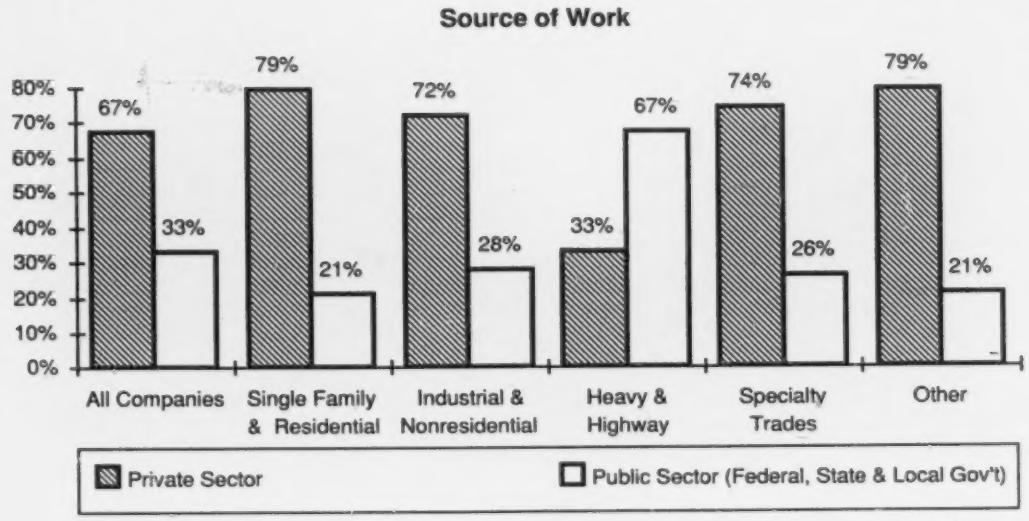
SOURCES OF WORK

Survey respondents indicated that 67% of contract work performed came from private industry and 33% from the public sector (Government - federal, state, and local).



The Heavy and Highway contractors have a significant impact on the percentage results for all companies. Excluding the Heavy & Highway contractor classification the overall percentage of work derived from private industry increases to 75% and the level of work from the public sector decreases to 25%.

The high percentage of work in the public sector for Heavy & Highway contractors includes major infrastructure projects as tunnels, bridges, sewage treatment plants, and most highways. The source of the public work for the Heavy & Highway classification is 36% from state governments, 19% from local governments, and 12% from the federal government. This compares to the overall percentage of work from the public sector (33%) which is comprised of 14% state, 11% local, and 8% federal governments.

The 1991 survey reflects a slight increase in the level of work performed for the public sector (33%) from 1990 and 1989 (30% and 25%, respectively). The largest percentage increase in work performed for the public sector was in the Single Family and Residential (21% in 1991 compared to 15% in 1990 and 1989).

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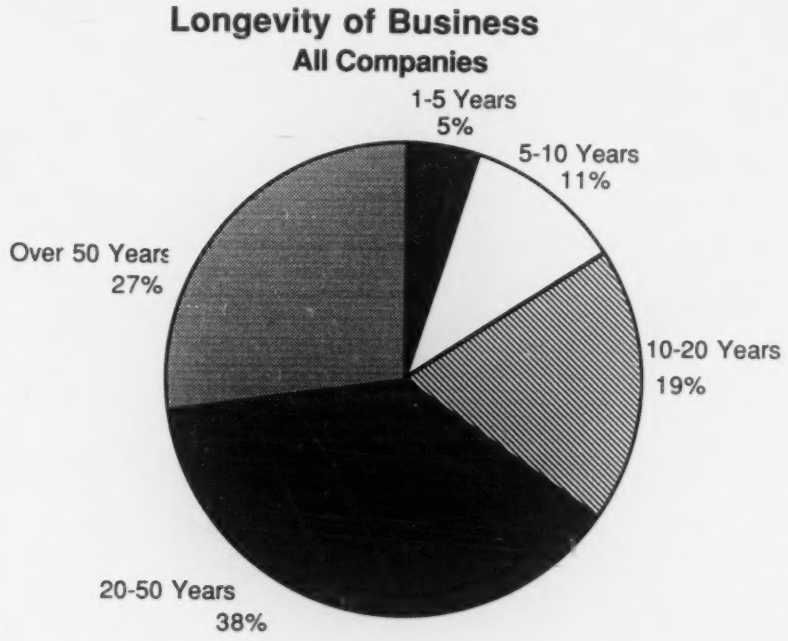
LONGEVITY

Consistent with the 1990 survey results, the respondents to the 1991 CFMA Financial Survey represent contractors with staying power! A full 84% of the companies participating in the survey have been in business for 10 years or longer while 65% have been in business for 20 years or longer! A further indication of the longevity of CFMA members is that 27% of the respondents have been in business over 50 years! This compares favorably to the 5% of respondents who have been in business for less than 5 years.



The classifications by type of contractor reveal the relative strength of the Specialty Trades and the Heavy & Highway contractors. Possible explanations for their longevity may be in the nature of contract work of these two classifications. For instance, specialty trades typically have lower equipment investments and the duration of contracts is relatively short. These characteristics allow for flexibility to economic changes and generally are reflective of a lower level of inherent risk. Conversely, the Heavy & Highway contractors have significant investments in equipment and for many projects the contract duration is in excess of one year. Their longevity may be attributable to generally higher profit margins and fewer competitors when compared to the other four classifications.

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Employee Benefit Plans

The survey identified five separate employee benefit plans and asked respondents to indicate which plans, if any, their companies offered. The most common employee benefit plan offered is a profit sharing plan. This popularity held true for all classifications of contractors except Other contractors. The popularity of profit sharing plans is possibly due to the volatility of earnings in the construction industry and the funding flexibility available to management.

Percentage of Companies Offering Benefits (Salaried Employees)

Employee Benefit Plan	All Companies	Single Family and Residential	Industrial and Non-Residential	Heavy & Highway	Specialty Trades	Other
Profit Sharing	54%	43%	55%	54%	56%	49%
401(k)	45%	29%	44%	44%	47%	51%
Defined contribution	24%	14%	24%	27%	22%	24%
Defined benefit	14%	14%	14%	13%	13%	27%
Employee Stock Ownership Plan	9%	6%	10%	9%	7%	11%

Percentage of Companies Offering Benefits (Hourly Employees)

Employee Benefit Plan	All Companies	Single Family and Residential	Industrial and Non-Residential	Heavy & Highway	Specialty Trades	Other
Profit Sharing	29%	23%	27%	28%	33%	26%
401(k)	29%	14%	25%	33%	31%	24%
Defined contribution	20%	17%	18%	22%	21%	16%
Defined benefit	18%	6%	13%	22%	22%	19%
Employee Stock Ownership Plan	5%	3%	5%	6%	4%	7%

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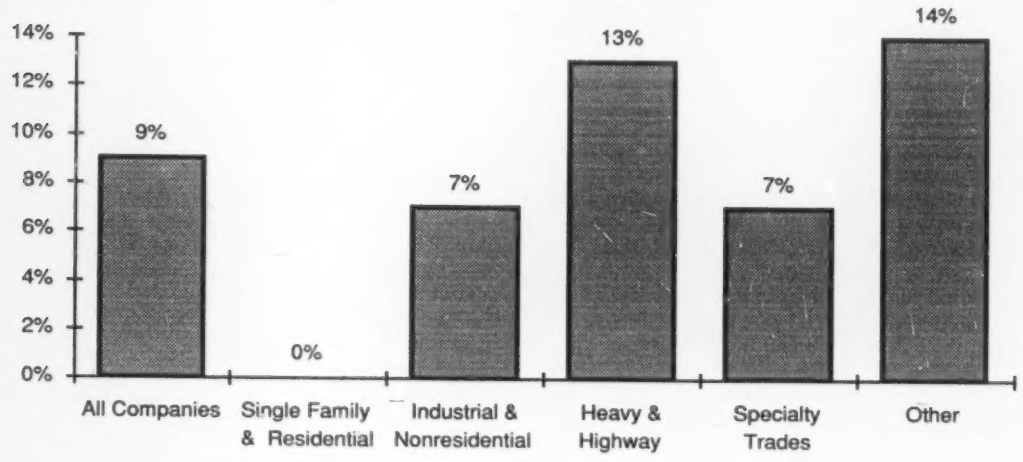
POST RETIREMENT BENEFITS

The survey results indicate only a small percentage of companies are offering post retirement benefits, with Heavy and Highway and Other contractors leading the industry. 13% of Heavy and Highway contractors and 14% of Other contractors indicated they offered post retirement benefits. Single Family and Residential are the only contractors which do not offer post retirement benefits. Medical insurance is the primary benefit offered by all types of contractors with post retirement benefits.

Companies with Post Retirement Benefits



Types of Post Retirement Benefits
(For Companies with Post Retirement Benefits)

	Medical Insurance	Life Insurance	Long-term Disability
All Companies	74%	36%	17%
Single Family & Residential	0%	0%	0%
Industrial & Nonresidential	71%	42%	8%
Heavy & Highway	75%	30%	20%
Specialty Trades	88%	41%	29%
Other	40%	20%	10%

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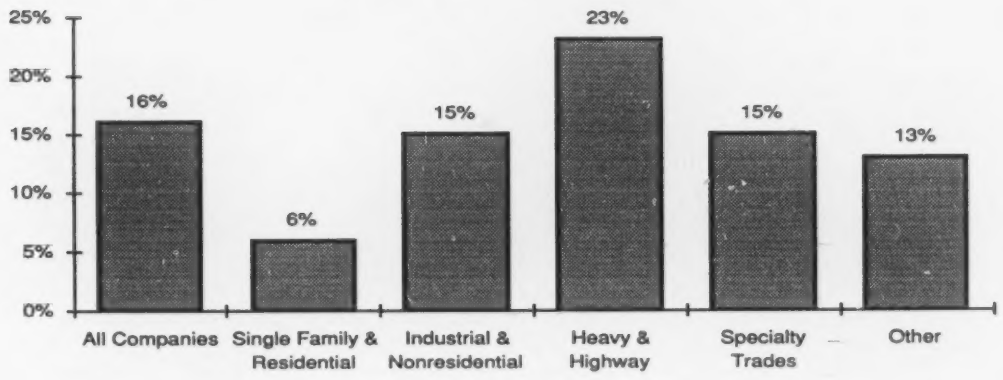
The results of the 1991 Survey showed the Heavy and Highway contractors to be the leader in self-insured companies with a 23% response. Heavy & Highway contractors also led in 1990 with a 23% response. Health insurance was the most common area of self-insurance.

Companies with Some Type of Self-Insurance



Areas of Self Insurance

(For Companies which are Self-Insured)

	Workers Comp.	General Liability	Health Insurance	Other
All Companies	42%	21%	67%	24%
Single Family & Residential	0%	0%	100%	0%
Industrial & Nonresidential	44%	26%	62%	24%
Heavy & Highway	56%	25%	67%	28%
Specialty Trades	30%	10%	78%	13%
Other	22%	22%	56%	56%

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The survey respondents indicated that Zero Balance Arrangements is the most popular form of cash management with a 51% response. This held true for all types except Single Family and Residential which had a 34% response for Zero Balance Arrangements and a 57% response for Interest Earning Checking Accounts. This trend is consistent with the 1990 survey results.

Percentage of Each Method Used

Cash Management Method	All Companies	Single Family and Residential	Industrial and Non-Residential	Heavy & Highway	Specialty Trades	Other
Remote Disbursement Accounts	19%	9%	20%	26%	17%	16%
Zero Balance Arrangements	51%	34%	59%	56%	44%	42%
Interest Earning Checking Accounts	28%	57%	25%	23%	29%	31%
Saving Accounts	32%	46%	29%	31%	34%	38%

COMPANY BONUSES

The survey respondents indicated that the majority of companies pay bonuses to top management. The bonuses paid to certain groups of employees and the method used in determining the bonus amount are presented below.

Bonuses Determined By:

Bonuses Applicable To:	Discretionary	Goal Attainment	Formula	Other	Total
Corporate Executives	67%	12%	19%	2%	100%
Project Managers	63%	16%	19%	2%	100%
Project Superintendents	66%	16%	16%	2%	100%
Estimators	74%	10%	14%	2%	100%

The above chart shows a clear preference for determining the bonus amount on a discretionary basis compared to more objective methods. In many responses, the bonus amount was indicated as being determined by more than one method. This implies that a portion of the bonus is determined objectively (formula, goal attainment, etc.) and a portion is determined subjectively (discretionary).

The popularity of discretionary bonuses was found in each classification of contractor.

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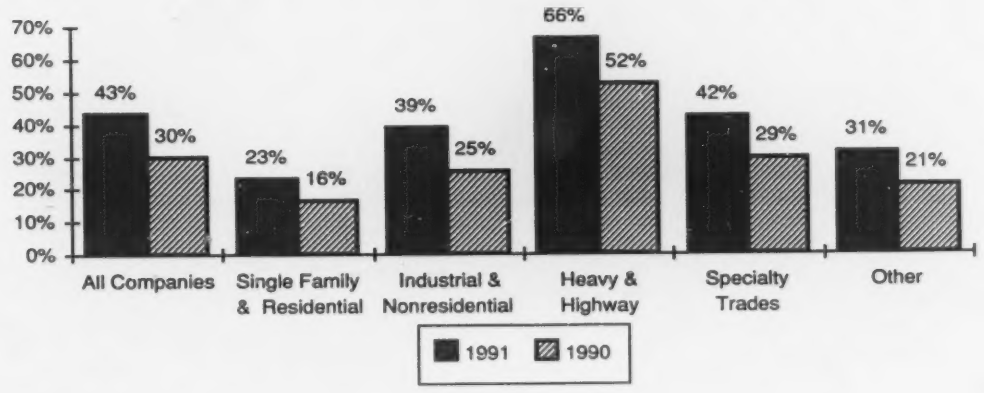
SUBSTANCE ABUSE TESTING

Substance abuse testing has increased from 22% in 1989 to 30% in 1990 and finally 43% in 1991 for all companies. The number of companies performing substance abuse testing in the Heavy and Highway classification increased by 27% from 1989 to 1990 and 14% from 1990 to 1991. The Heavy & Highway constructors lead the industry with 66% of the companies performing some type of substance abuse testing, this is possibly due to the higher risk involved in this area. Of those companies with a formal substance abuse program in place, 82% test for cause, 78% have pre-employment testing, 47% have random testing, and 26% indicated all employees were tested under an established program. The most significant change in the methods of testing from 1990 was a 6% increase in "all employees being tested".

Percentage of Companies Performing Substance Abuse Testing



OTHER SURVEY CHARACTERISTICS

The survey results provide insight into many corporate practices and policies as described above. Other information that should be useful to respondents and certain service providers can be found in responses to other areas of the survey. These areas are presented below.

Bonding - Overall, 91% of companies responding to the survey perform some work requiring a bond. On average, 46% of work performed by these contractors is bonded. Industrial and Nonresidential (94%), Heavy & Highway (98%), and Specialty Trades (94%) represent the heaviest users of surety bonds. Single Family and Residential (69%) and Other (69%) use bonds to a lesser degree.

Corporate Fiscal Year-End - Overall, 62% of the companies responding have a December 31 year-end (this is consistent with 1990). Of the remaining companies, 14% have a March 31 year-end, 7% have a June 30 year-end, 14% have a September 30 year-end, and 3% have other year-ends.

Contract Retainage - 40% of those responding to the survey indicated that retainage is decreased after a certain completion stage is reached and 32% incur a level retainage with no reduction or interest earned. This trend is consistent with each classification of contractor and with the 1990 survey results.

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Opinions

Growth - Responses to the survey indicated that overall 40% of the companies expect an increase in next year's contract volume while in May 1991, 41% expect a decrease. The remaining 19% expect a flat volume in the next twelve months. Only the Single Family and Residential contractor group exceeded the 50% level of expecting an increase in next year's volume with 54% expecting growth. Overall, the 40% that expected an increase in next years contract volume falls short of the 53% that expected growth in 1990 and is considerably less than the 64% that expected growth in 1989. This decrease can be attributed to the expected slowdown in the economy in the 1990's. Another factor possibly contributing to the expected decrease is the savings and loan crisis. With many savings and loans having declared bankruptcy in the past few years, banks and savings and loans have been and will continue to be more cautious on lending funds for new development and expansion. These events have led to a situation where it is more difficult and less desirable to obtain financing for construction projects and thus a slow down in construction activity has occurred and may continue. Anticipated regional and market growth is shown below.

Percentage of Companies Planning Market Growth

	All Companies	Single Family and Residential	Industrial and Non-Residential	Heavy & Highway	Specialty Trades	Other
Real Estate Subdividers and Developers	27%	23%	28%	27%	28%	26%
Single Family and Residential	23%	15%	23%	24%	24%	20%
Specialty Trades	19%	20%	19%	18%	18%	21%
Industrial and Nonresidential	17%	24%	15%	19%	15%	18%
Heavy and Highway	15%	18%	14%	12%	15%	

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Competition - Responses to the survey indicated that overall 43% of the companies anticipate competition increasing from new U.S. contractors entering their region, 42% anticipate competition increasing from U.S contractors currently in their region and planning to enter their market, and 15% anticipate competition increasing from foreign competitors. Anticipated future competition broken down by type is shown below.

Percentage of Companies Anticipating Increased Competition

	All Companies	Single Family and Residential	Industrial and Non-Residential	Heavy Highway	&Specialty Trades	Other
New US Contractors entering your region	61%	54%	64%	67%	60%	46%
US contractors in your region planning to enter your market	59%	74%	65%	63%	55%	54%
Foreign Contractors	21%	20%	24%	30%	14%	23%

Challenges - The survey requested respondents to select from a list the three areas of most challenge to the construction industry in the next five years. The most commonly identified areas and the percentage of responses for each is presented below.

Area of Challenge	Percentage of Responses Selecting Area
Insurance (Workers comp., medical, life, etc.)	77%
Litigation	41%
Financing Costs	33%
Manpower Needs	31%
Surety Bond	23%

These areas of challenge are consistent with those identified in the 1990 and 1989 survey except for Financing Costs which replaced Federal Tax Legislation as one of the areas of most challenge.

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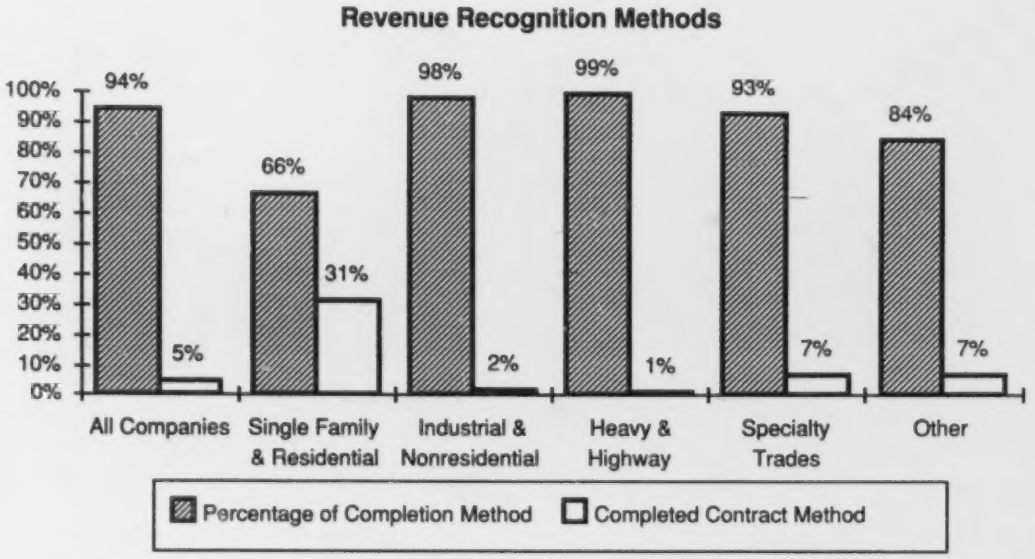
ACCOUNTING METHODS AND POLICIES

Foreword

One third of the 1991 CFMA Financial Survey was devoted to major accounting methods and policies. The data gathered by the survey should be helpful to construction companies establishing accounting policies for new areas such as revenue recognition or claims recognition. Other users of the survey may find this section useful in determining whether their accounting methods and policies are similar to those commonly used in the industry.

CONTRACT REVENUE RECOGNITION

Overall, 94% of companies in the survey employed the percentage of completion method of accounting for construction contracts for financial statement reporting purposes. The AICPA Accounting Guide for Construction Contractors provides guidelines for when this method is required. The high usage of the percentage of completion method is not surprising in light of the AICPA Guide and the nature of projects performed.



Contract Claims and Unpriced Change Orders

Revenue recognition policies for contract claims and cost of unpriced change orders have long been areas of concern for contractors. The accounting policy established can have a significant impact on a company's financial statements because of the timing of revenue and profit recognition.

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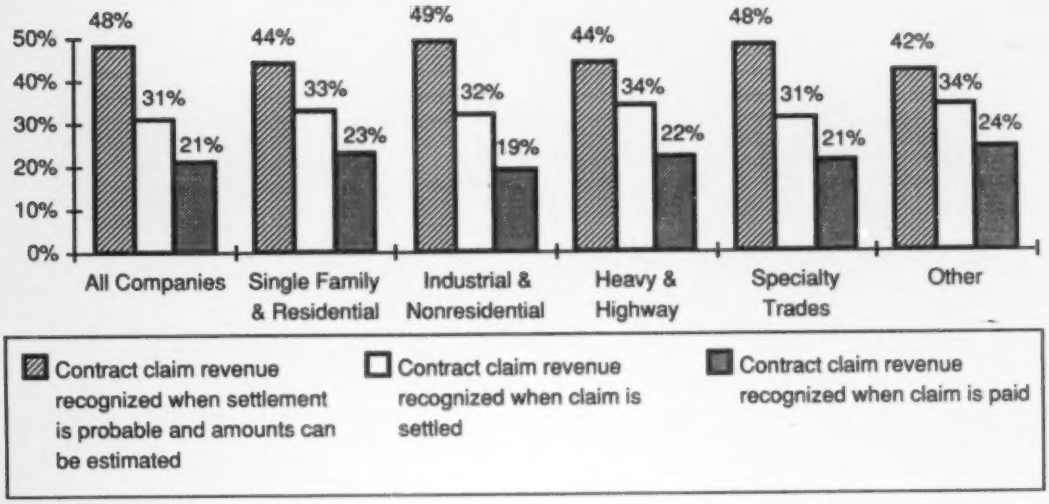
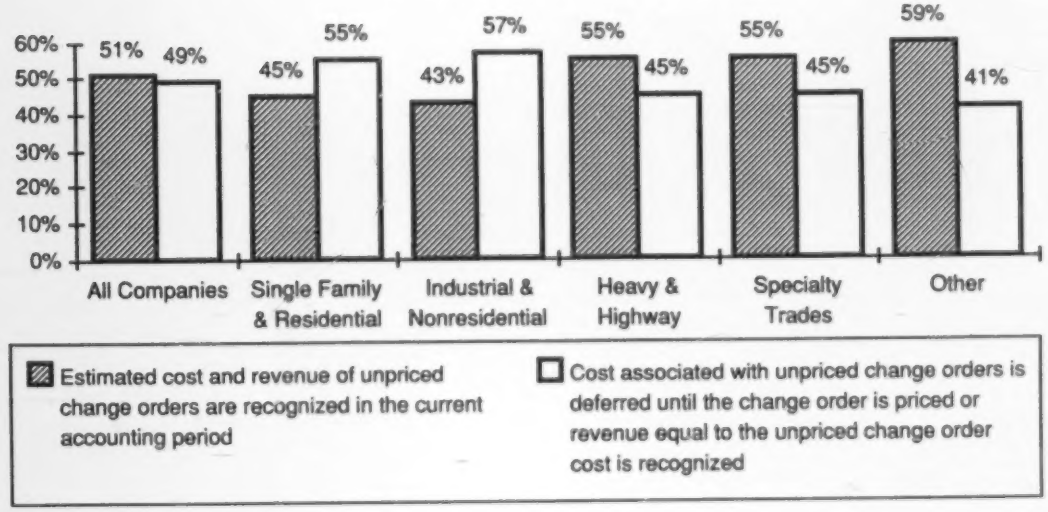
Contract Claim Revenue Recognition



Unpriced Change Order Cost



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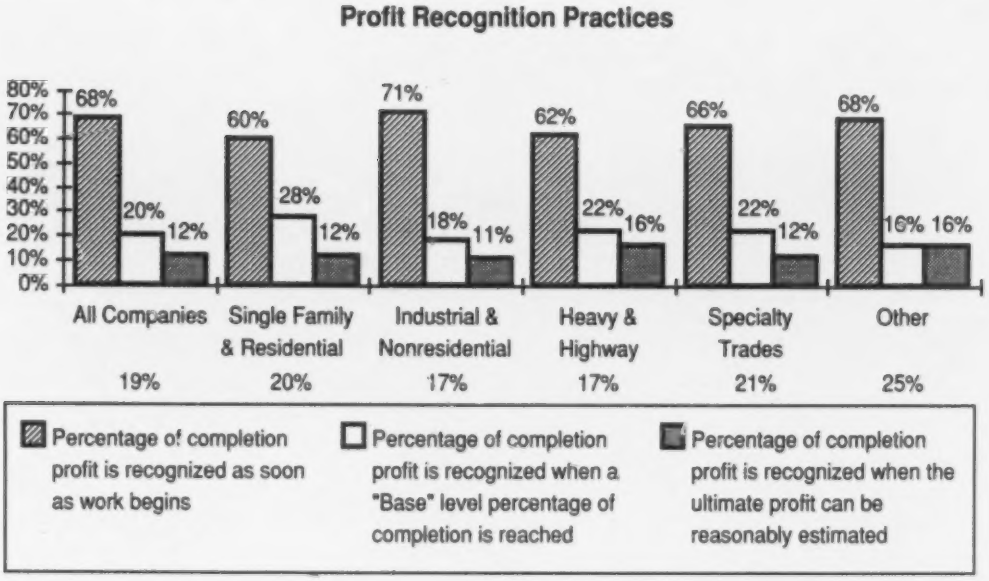
Percentage of Completion Profit Recognition Practices

The table below illustrates the timing of profit recognition for companies using the percentage of completion method. Because a contractor must estimate the ultimate profit on each contract under the percentage of completion method, industry practice has evolved to include several different criteria to establish exactly when profit recognition should begin. While the dominant practice is to recognize profit as work is performed, there are two other common practices which defer profit recognition for a period of time. These practices are used by approximately one third (32%) of the companies responding to the survey and are presented below.



The percentages below the names of the types of contractors represent the average base level of percentage completion at which contract profit recognition begins for those companies using such accounting policy.

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Types of Contracts

The survey listed seven categories of types of contracts performed and requested an estimate of the percentage of work performed for each category. The seven categories of types of contracts and the percentages for each is presented below.

Type of Contract	Percentage of Work Performed
Fixed Price	59%
Cost Plus-Guaranteed Maximum	12%
Cost Plus	7%
Time and Materials	7%
Construction Management	3%
Unit Price	11%
Others	1%
Total	100%

Fixed price contracts represented in excess of 50% of all contracts performed for three of the five types of contractors: Single Family and Residential (51%); Industrial and Nonresidential (58%); and Specialty Trades (74%). Heavy and Highway (44%) and Others (47%) were just below the 50% level.

In no cases did a type of contract, other than Fixed Price, represent more than 25% of total work performed, except for Unit Price contracts which represented 40% of work performed by the Heavy and Highway group. Cost Plus fee with a guaranteed maximum contracts represented 23% of work performed by the Industrial and Nonresidential group. No other type of contracts represented a significant percentage of work for any of the five major types of contractors.

Length of Contracts

Overall, 59% of contracts performed by responding companies are completed within 12 months. All but 4% are completed within two years.

These percentages are consistent for each of the five major types of contractors. Heavy and Highway contractors responded that 7% of their contracts take in excess of two years to complete and 7% of contracts performed by the Other group exceeded two years in duration. These longer term projects are representative of the nature of work performed by these two types of contractors - bridges, tunnels, highways, dams, etc., for Heavy and Highway and subdivisions, real estate developments, and construction management projects for Other.

Work Performed by Subcontractors

Overall, 42% of total cost incurred represents work performed by subcontractors. The largest variances occurred with the Industrial and Nonresidential respondents indicating 69% of their contract cost is performed by subcontractors and the Specialty Trades respondents indicating only 15% of their contract cost is performed by subcontractors.

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FINANCIAL DATA

Foreword

This section of the survey analyzes the composite financial statement data and financial ratios for all companies responding to the 1991 CFMA Financial Survey Questionnaire. Separate sections of the survey are devoted to analysis of the composite financial statements and ratios for each classification of contractor. Thus, this section of the survey will draw conclusions and give analyses from an overall industry perspective. Because the conclusions and analyses of the five separate classifications of contractors may differ, you should also refer to those separate sections.

COMPOSITE FINANCIAL DATA

Composite Balance Sheets

The composite balance sheet of the 669 companies responding to the survey indicate a favorable liquidity position with a current ratio of 1.3 and a slight decrease in the percentage of net worth to total assets from 1990, still reflecting a strong equity base. Current assets, current liabilities, net worth and property, plant and equipment all decreased from 1990. The most significant decline came from the Single Family and Residential contractors with current assets declining 45%, net worth declining 55%, and net fixed assets declining 75%.

The quick ratio (1.1) remained the same as in 1990 and the days of cash (15.3) and working capital turnover (14.5) ratios increased slightly.

Long-term debt remained consistent with 1990, however, as a percentage of total liabilities, long-term debt increased from 12.3% to 14.3%. This data reveals that the 1991 participants are more leveraged which is indicated by the increased debt to equity ratio (2.5) in 1991.

Overall, the 1991 composite balance sheet showed a decrease in total assets and total liabilities, while both net receivables and net payables increased as a percentage of total assets and total liabilities.

Composite Statements of Earnings

The composite statements of earnings reflect a decline in volume of business and net earnings. Net earnings as a percentage of total revenues decreased from 1.4% in 1990 to 1.3% in 1991.

Total revenue decreased approximately $9.7 million, or 15%, from 1990 while net earnings decreased $202,437, or 21%. The composite gross profit margin decreased in the current year to 8.4% compared to 8.9% in 1990. This decrease was accompanied by a decrease in G & A expense of 18% resulting in a less favorable net income. Total composite net worth to general and administrative expenses is 1.6. Generally, a ratio of 1.0 is considered adequate.

The composite return on equity in the current year of 12.5% represents a slight decrease over 1990 and is indicative of the average for all companies responding to the survey. The composite return on assets for the current year (3.6%) is slightly lower than the 1990 survey results and is considered a low rate of return as a whole.

13%, or 88 of the companies, responding indicated they incurred a net loss in 1991. The composite loss reported in 1991 for these companies was approximately $1.7 million, compared to a $720 thousand composite loss reported in 1990, for the same companies.

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ALL COMPANIES
COMPOSITE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,423,842	11.5 %	$2,530,789	10.1 %
Marketable securities and short-term investments	664,039	3.2	787,926	3.1
Receivables:				
Contract receivables currently due	7,124,462	33.9	7,574,169	30.1
Retainages on contracts	1,980,427	9.4	2,366,140	9.4
Unbilled work	324,943	1.5	524,983	2.1
Other receivables	930,764	4.4	830,392	3.3
Less allowance for doubtful accounts	(60,819)	0.3	(59,324)	0.2
Total receivables, net	10,305,677	49.0	11,239,360	44.7
Inventories	794,926	3.8	1,470,568	5.8
Costs and recognized earnings in excess of billings on uncompleted contracts	794,818	3.8	1,404,934	5.6
Investments in construction joint ventures	173,250	0.8	315,227	1.3
Other current assets	642,617	3.1	827,707	3.3
Total current assets	15,799,368	75.2	18,566,531	73.6
Property, plant and equipment	7,416,607	35.3	8,585,384	34.1
Less accumulated depreciation	(4,106,961)	19.5	(3,886,339)	15.5
Property, plant and equipment, net	3,310,646	15.8	4,678,945	18.6
Other assets	1,668,045	7.9	1,716,889	6.8
Intangible assets	239,823	1.1	186,427	0.7
Total assets	$21,017,882	100.0 %	$25,144,792	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$686,713	3.3 %	$979,292	3.9 %
Accounts payable				
Trade, including currently due subcontractors	5,077,960	24.2	5,526	22.0
Subcontractor retainages	1,357,493	6.5	1,560,569	6.2
Other	634,676	3.0	523,220	2.1
Total accounts payable	7,070,119	33.6	7,599,870	30.2
Accrued expenses	1,386,673	6.6	1,600,855	6.4
Billings in excess of costs and recognized earnings on uncompleted contracts	1,952,046	9.3	2,112,568	8.4
Income taxes				
Current	142,302	0.7	184,973	0.7
Deferred	114,776	0.5	169,430	0.7
Total income taxes	257,078	1.2	354,403	1.4
Other current liabilities	519,815	2.5	618,744	2.5
Total current liabilities	11,881,444	56.5	13,265,752	52.8
Long-term debt, excluding current portion	2,138,890	10.2	2,156,473	8.6
Deferred income taxes	327,722	1.6	431,384	1.7
Other	569,428	2.7	837,252	3.3
Minority interests	43,516	0.2	787,131	3.1
Total liabilities	14,960,900	71.1	17,476,992	69.5
Net worth				
Stock, par value	416,607	2.0	716,471	2.8
Additional paid-in capital	967,776	4.6	2,029,840	8.1
Retained earnings	4,949,815	23.6	5,295,643	21.5
Treasury stock	(267,116)	1.3	(478,154)	1.9
Total net worth	6,067,082	28.9	7,663,800	30.5
Total liabilities and net worth	$21,017,882	100.0 %	$25,140,792	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$55,366,542	97.3 %	$63,565,192	96.5 %
Other revenue	$1,626,381	2.7	$3,012,327	4.5
Total revenue	$6,992,923	100.0	66,567,519	100.0
Contract cost	(50,966,964)	89.6	(58,162,720)	87.4
Other cost	(1,125,572)	2.0	(2,453,390)	3.7
Total cost	(52,092,526)	91.6	(60,616,110)	91.1
Gross Profit	4,800,397	8.4	5,951,409	8.9
Selling, general and administrative expenses	(3,749,906)	6.6	(4,556,451)	6.8
Interest income	219,526	0.4	415,183	0.6
Interest expense	(269,921)	0.5	(419,123)	0.6
Other income (expense), net	56,679	0.1	5,572	0.0
Net earnings (loss) before taxes	1,056,773	1.9	1,394,590	2.1
Income taxes	(295,984)	0.5	(432,364)	0.6
Net earnings (loss)	$759,789	1.3 %	$962,226	1.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	669
1990	696

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.4
Quick Ratio	1.1	1.1
Days of Cash	16.3	13.7
Work. Cap. Turnover	14.8	12.6
Profitability Ratios		
Return on Assets	3.6 %	3.8 %
Return on Equity	12.5 %	12.6 %
Times Interest Earned	4.9	4.3
Leverage Ratios		
Debt to Equity	2.5	2.3
Revenue to Equity	9.4	8.7
Asset Turnover	2.7	2.6
Fixed Asset Ratio	54.6 %	61.1 %
Equity to G & A Expenses	1.6	1.7
Underbillings to Equity	19.5 %	26.2 %
Average Backlog to Equity	10.6	9.8
Average Backlog to Working Capital	15.4	14.2
Average Months in Backlog	13.5	13.6
Efficiency Ratios		
Days in Accounts Receivable	50.6	45.1
Days in Inventory	5.5	8.7
Days in Accounts Payable	39.5	36.9
Operating Cycle	32.9	31.6

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COMPOSITE REGIONAL FINANCIAL DATA

The composite regional financial statements and ratios are contained on the following pages. Selected financial data from these regions and the overall composite financial data is presented in the following chart. Observations and comments follow the Selected Financial Data.

SELECTED FINANCIAL DATA

	All Companies	Regions					
		NE	SE	MW	SW	W	FW
Number of Companies	669	155	117	144	50	72	144
Assets	$21,018	$20,416	$21,377	$20,510	$22,176	$18,254	$17,751
Liabilities	14,951	20,166	19,514	26,729	10,851	16,505	17,485
Net Worth	6,067	7,074	6,305	4,904	6,528	5,836	5,305
% Net Worth to Assets	28.9	34.6	29.5	23.9	29.4	32.0	29.9
Revenues	56,893	52,040	67,741	63,328	48,279	47,007	50,021
Gross Profit	4,800	4,865	5,299	4,320	5,185	4,108	4,564
% Gross Profit	8.4	9.3	7.8	6.8	10.7	8.7	9.1
G&A Expenses	3,750	3,889	4,068	3,343	3,755	2,724	3,422
% to Revenue	6.6	7.5	6.0	5.3	7.8	5.8	6.8
Net Income	760	604	1,131	731	1,095	988	1,091
% Net Income	1.3	1.2	1.7	1.2	2.3	2.1	2.2
Current Ratio	1.3	1.4	1.4	1.2	1.4	1.4	1.3
Return on Assets (%)	3.6	3.0	5.3	3.6	4.9	5.4	6.1
Return on Equity (%)	12.5	8.5	17.9	14.9	16.8	16.9	20.6

Note: All $ amounts are in thousands

The above selected financial data shows key components of each region's composite financial statements and ratios. Overall, responses remained fairly consistent with 1990. The Farwest region had the largest decline in responses (13%), while the Midwest region experienced the largest increase (7%). The regions are all consistent in size with the overall composite of all companies. The total assets in the Farwest region dropped considerably from 1990 (28%) due to fewer large companies responding in the current year. The total assets in the Midwest region increased significantly from $13.8 million in 1990 to $20.5 million in 1991 (48% increase).

The Northeast region had the highest percentage of net worth to assets (34.6%), however, this percentage appears strong in all regions except the Midwest (23.9%). The composite total revenues ($56.9 million) reflect the impact of larger average revenues in the Southeast region ($67.7 million) and the Midwest region ($63.3 million).

The gross profit is relatively even across all regions except for the Midwest which has only a 6.8% gross profit. The Southwest region has the highest gross profit percentage (10.7%). This is down from the highest gross profit percentage in 1990, which was the Midwest region with a gross profit percentage of 14.4%. Although not the highest, the Midwest region's percentage of net income (1.2%) compares favorable to the overall composite (1.3%). The Southwest region has the highest percentage of net income (2.3%), as well as the highest gross profit percentage (10.7%) and G & A expense percentage (7.8%).

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General and administrative expenses as a percentage of revenue range from 5.3% in the Midwest to 7.8% in the Southwest. In comparison, in 1990 the general and administrative expense percentage ranged from 4.9% in the Southeast to 12.4% in the Midwest.

The current ratio ranges from 1.2 in the Midwest to 1.4 in the Northeast, Southeast, Southwest, and the West. Average return on assets ranges from a low of 3.0% in the Northeast to a high of 6.1% in the Farwest and return on equity ranges from a low of 8.5% in the Northeast to 20.6% in the Farwest. The Farwest region also had the highest return on assets (6.4%) and return on equity (21.2) in 1990.

Note that the sum of the companies included in each region is greater than the total companies in the survey. This is caused by the criteria used to determine the region classifications. It is possible for a company to be included in more than one region. The effect of such occurrences are not significant to any of the regions. However, there were nine companies which were not included in any region using the classification criteria. These nine companies are included in the All Companies composite amounts and are identified as National Companies in the Special Classifications section of the survey.

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ALL COMPANIES
NORTHEAST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$2,185,861	10.8 %	$2,060,299	11.9 %
Marketable securities and short-term investments	877,198	4.3	723,391	4.2
Receivables:				
Contract receivables currently due	7,195,260	35.2	6,730,947	38.6
Retainages on contracts	1,820,223	8.9	1,692,078	9.7
Unbilled work	277,736	1.4	495,567	2.8
Other receivables	586,895	2.9	389,352	2.2
Less allowance for doubtful accounts	(90,567)	0.4	(75,330)	0.4
Total receivables, net	9,789,547	48.0	9,232,612	53.0
Inventories	513,858	2.5	898,375	5.2
Costs and recognized earnings in excess of billings on uncompleted contracts	825,889	4.0	794,481	4.6
Investments in construction joint ventures	151,314	0.7	135,386	0.8
Other current assets	723,123	3.5	394,134	2.3
Total current assets	15,046,410	73.7	14,258,656	81.8
Property, plant and equipment	7,353,050	36.0	5,024,671	28.8
Less accumulated depreciation	(4,611,878)	22.6	(2,869,748)	16.5
Property, plant and equipment, net	2,741,172	13.4	2,154,923	12.4
Other assets	2,312,258	11.3	657,461	3.8
Intangible assets	315,714	1.5	356,315	2.0
Total assets	$20,415,554	100.0 %	$17,427,357	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$805,528	3.9 %	$481,854	2.7 %
Accounts payable				
Trade, including currently due subcontractors	4,870,397	22.9	4,300,617	24.7
Subcontractor retainages	1,163,258	5.7	1,047,272	6.0
Other	145,395	0.7	110,459	0.6
Total accounts payable	5,979,050	29.3	5,458,348	31.3
Accrued expenses	1,441,243	7.1	923,808	5.3
Billings in excess of costs and recognized earnings on uncompleted contracts	1,445,729	7.1	1,418,229	8.1
Income taxes				
Current	166,546	0.8	178,125	1.0
Deferred	69,009	0.3	169,657	1.0
Total income taxes	235,555	1.2	347,782	2.0
Other current liabilities	636,750	3.1	510,835	2.9
Total current liabilities	10,543,935	51.8	9,118,956	52.3
Long-term debt, excluding current portion	1,925,249	9.4	1,714,499	9.8
Deferred income taxes	553,538	2.7	181,184	1.0
Other	248,384	1.2	418,648	2.4
Minority interests	72,760	0.4	51,581	0.3
Total liabilities	13,341,866	65.4	11,482,868	65.9
Net worth				
Stock, par value	412,620	2.0	877,006	5.0
Additional paid-in capital	1,143,244	5.6	477,619	2.7
Retained earnings	6,085,859	29.8	4,946,635	28.4
Treasury stock	(568,055)	2.8	(356,782)	2.0
Total net worth	7,073,668	34.6	5,944,489	34.1
Total liabilities and net worth	$20,415,554	100.0 %	$17,427,357	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$51,689,140	99.3 %	$42,749,199	98.9 %
Other revenue	$351,143	0.7	$493,104	1.1
Total revenue	52,040,283	100.0	43,242,303	100.0
Contract cost	(46,877,423)	90.1	(36,657,633)	84.8
Other cost	(298,023)	0.6	(645,199)	1.5
Total cost	(47,175,446)	90.7	(37,302,832)	86.3
Gross Profit	4,864,837	9.3	5,939,471	13.7
Selling, general and administrative expenses	(3,888,629)	7.5	(4,815,514)	11.1
Interest income	213,119	0.4	293,494	0.7
Interest expense	(286,707)	0.6	(377,856)	0.9
Other income (expense), net	(40,532)	0.1	(67,580)	0.2
Net earnings (loss) before taxes	862,089	1.7	972,015	2.2
Income taxes	(258,390)	0.5	(373,473)	0.9
Net earnings (loss)	$603,699	1.2 %	$598,542	1.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	155
1990	169

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.6
Quick Ratio	1.2	1.3
Days of Cash	15.0	17.3
Work. Cap. Turnover	11.8	8.4
Profitability Ratios		
Return on Assets	3.0 %	3.4 %
Return on Equity	8.5 %	10.1 %
Times Interest Earned	4.0	3.8
Leverage Ratios		
Debt to Equity	1.9	1.9
Revenue to Equity	7.4	7.3
Asset Turnover	2.5	2.5
Fixed Asset Ratio	38.8 %	36.3 %
Equity to G & A Expenses	1.8	1.2
Underbillings to Equity	15.6 %	21.7 %
Average Backlog to Equity	6.0	9.8
Average Backlog to Working Capital	9.5	11.1
Average Months in Backlog	9.8	15.9
Efficiency Ratios		
Days in Accounts Receivable	53.2	58.7
Days in Inventory	3.9	8.7
Days in Accounts Payable	36.7	42.6
Operating Cycle	35.4	42.1

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ALL COMPANIES
SOUTHEAST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$2,642,723	12.4 %	$2,109,491	8.3 %
Marketable securities and short-term investments	884,480	4.1	1,389,880	5.5
Receivables:				
Contract receivables currently due	6,934,527	32.4	8,404,666	33.2
Retainages on contracts	2,195,548	10.3	2,524,612	10.0
Unbilled work	173,798	0.8	599,190	2.4
Other receivables	2,070,143	9.7	615,862	2.4
Less allowance for doubtful accounts	(71,222)	0.3	(46,059)	0.2
Total receivables, net	11,302,794	52.9	12,098,271	47.7
Inventories	301,412	1.4	822,805	3.2
Costs and recognized earnings in excess of billings on uncompleted contracts	810,375	3.8	1,418,345	5.6
Investments in construction joint ventures	255,531	1.2	451,722	1.8
Other current assets	865,937	4.1	1,478,323	5.8
Total current assets	17,063,252	79.8	19,768,817	78.0
Property, plant and equipment	6,089,005	28.5	7,664,967	30.2
Less accumulated depreciation	(3,313,751)	15.5	(3,839,288)	15.1
Property, plant and equipment, net	2,775,254	13.0	3,825,679	15.1
Other assets	1,462,932	6.8	1,700,253	6.7
Intangible assets	75,481	0.4	58,032	0.2
Total assets	$21,376,919	100.0 %	$25,352,781	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$370,988	1.7 %	$1,053,484	4.2 %
Accounts payable				
Trade, including currently due subcontractors	4,872,953	21.9	7,944,069	31.3
Subcontractor retainages	1,586,560	7.4	1,719,642	6.8
Other	833,359	3.9	1,605,794	6.3
Total accounts payable	7,092,872	33.2	11,269,505	44.5
Accrued expenses	1,503,187	7.0	1,865,239	8.8
Billings in excess of costs and recognized earnings on uncompleted contracts	2,922,823	13.7	2,898,471	11.4
Income taxes				
Current	241,595	1.1	162,881	0.8
Deferred	56,734	0.3	100,845	0.4
Total income taxes	298,329	1.4	263,506	1.0
Other current liabilities	429,286	2.0	889,763	3.4
Total current liabilities	12,617,445	59.0	18,019,968	71.1
Long-term debt, excluding current portion	1,281,484	6.0	1,001	0.0
Deferred income taxes	258,162	1.2	399	0.0
Other	890,822	4.2	838	0.0
Minority interests	24,247	0.1	13	0.0
Total liabilities	15,072,140	70.5	18,022,219	71.1
Net worth				
Stock, par value	259,361	1.2	800,027	3.2
Additional paid-in capital	903,300	4.2	2,269,051	8.9
Retained earnings	5,173,477	24.2	4,920,598	19.4
Treasury stock	(31,359)	0.1	(659,114)	2.6
Total net worth	6,304,779	29.5	7,330,562	28.9
Total liabilities and net worth	$21,376,919	100.0 %	$25,352,781	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$65,919,579	97.3 %	$72,044,743	99.5 %
Other revenue	$1,821,358	2.7	$354,464	0.5
Total revenue	67,740,937	100.0	72,399,207	100.0
Contract cost	(61,031,589)	90.1	(67,463,254)	93.2
Other cost	(1,410,610)	2.1	(199,358)	0.3
Total cost	(62,442,199)	92.2	(67,662,612)	93.5
Gross Profit	5,298,738	7.8	4,736,595	6.5
Selling, general and administrative expenses	(4,067,502)	6.0	(3,571,161)	4.9
Interest income	286,234	0.4	222,575	0.3
Interest expense	(202,116)	0.3	(293,387)	0.4
Other income (expense), net	157,911	0.2	157,679	0.2
Net earnings (loss) before taxes	1,473,265	2.2	1,252,301	1.7
Income taxes	(342,317)	0.5	(444,491)	0.6
Net earnings (loss)	$1,130,948	1.7 %	$807,810	1.1 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	117
1990	125

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.1
Quick Ratio	1.2	0.9
Days of Cash	14.0	10.5
Work. Cap. Turnover	15.2	41.4
Profitability Ratios		
Return on Assets	5.3 %	3.2 %
Return on Equity	17.9 %	11.0 %
Times Interest Earned	8.3	5.3
Leverage Ratios		
Debt to Equity	2.4	2.5
Revenue to Equity	10.7	9.9
Asset Turnover	3.2	2.9
Fixed Asset Ratio	44.0 %	52.2 %
Equity to G & A Expenses	1.6	2.1
Underbillings to Equity	15.6 %	27.5 %
Average Backlog to Equity	8.2	8.7
Average Backlog to Working Capital	11.6	38.6
Average Months in Backlog	9.1	10.6
Efficiency Ratios		
Days in Accounts Receivable	47.5	44.6
Days in Inventory	1.7	4.4
Days in Accounts Payable	31.7	50.8
Operating Cycle	31.5	8.7

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ALL COMPANIES
MIDWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,535,144	12.4 %	$1,341,132	9.7 %
Marketable securities and short-term investments	435,462	2.1	873,137	6.3
Receivables:				
Contract receivables currently due	6,929,966	33.8	5,353,381	38.7
Retainages on contracts	2,403,665	11.7	1,394,690	10.1
Unbilled work	768,903	3.7	106,488	0.8
Other receivables	475,311	2.3	345,906	2.5
Less allowance for doubtful accounts	(23,696)	0.1	(25,414)	0.2
Total receivables, net	10,554,149	51.5	7,175,051	51.9
Inventories	424,230	2.1	362,982	2.6
Costs and recognized earnings in excess of billings on uncompleted contracts	866,129	4.2	877,234	6.3
Investments in construction joint ventures	44,969	0.2	157,762	1.1
Other current assets	837,247	4.1	212,660	1.5
Total current assets	15,697,330	76.5	10,999,958	79.5
Property, plant and equipment	6,145,884	30.0	4,513,521	32.6
Less accumulated depreciation	(3,393,961)	16.5	(2,613,517)	18.9
Property, plant and equipment, net	2,751,923	13.4	1,900,004	13.7
Other assets	2,039,593	9.9	915,011	6.6
Intangible assets	20,951	0.1	18,572	0.1
Total assets	$20,509,797	100.0 %	$13,833,545	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$678,381	3.3 %	$570,710	4.1 %
Accounts payable				
Trade, including currently due subcontractors	6,277,810	30.6	3,511,850	25.4
Subcontractor retainages	1,853,565	9.0	816,040	5.9
Other	652,252	3.2	285,009	2.1
Total accounts payable	8,783,627	42.8	4,612,899	33.3
Accrued expenses	1,192,547	5.8	706,705	5.1
Billings in excess of costs and recognized earnings on uncompleted contracts	1,487,057	7.3	1,206,784	8.7
Income taxes				
Current	169,234	0.8	77,363	0.6
Deferred	112,663	0.5	171,896	1.2
Total income taxes	281,897	1.4	249,259	1.8
Other current liabilities	189,837	0.9	371,758	2.7
Total current liabilities	12,613,346	61.5	7,718,115	55.8
Long-term debt, excluding current portion	2,518,600	12.3	1,075,831	7.8
Deferred income taxes	221,462	1.1	90,029	0.7
Other	217,050	1.1	65,479	0.5
Minority interests	34,826	0.2	10,601	0.1
Total liabilities	15,605,304	76.1	8,960,055	64.8
Net worth				
Stock, par value	315,447	1.5	308,499	2.2
Additional paid-in capital	489,550	2.3	503,123	3.6
Retained earnings	4,430,182	21.6	4,378,594	31.7
Treasury stock	(310,686)	1.5	(316,726)	2.3
Total net worth	4,904,493	23.9	4,873,490	35.2
Total liabilities and net worth	$20,509,797	100.0 %	$13,833,545	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$62,793,468	99.2 %	$40,557,787	98.2 %
Other revenue	$534,703	0.8	$731,312	1.8
Total revenue	63,328,171	100.0	41,289,099	100.0
Contract cost	(58,381,716)	92.2	(35,052,317)	84.9
Other cost	(626,870)	1.0	(271,512)	0.7
Total cost	(59,008,586)	93.2	(35,323,829)	85.6
Gross Profit	4,319,585	6.8	5,965,270	14.4
Selling, general and administrative expenses	(3,343,020)	5.3	(5,112,958)	12.4
Interest income	207,087	0.3	399,401	1.0
Interest expense	(187,125)	0.3	(297,686)	0.7
Other income (expense), net	46,564	0.1	112,028	0.3
Net earnings (loss) before taxes	1,043,091	1.6	1,066,075	2.6
Income taxes	(311,963)	0.5	(350,369)	0.8
Net earnings (loss)	$731,128	1.2 %	$715,706	1.7 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	144
1990	135

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.2	1.4
Quick Ratio	1.1	1.2
Days of Cash	14.4	11.7
Work. Cap. Turnover	20.5	12.6
Profitability Ratios		
Return on Assets	3.6 %	5.2 %
Return on Equity	14.9 %	14.7 %
Times Interest Earned	6.6	4.6
Leverage Ratios		
Debt to Equity	3.2	1.8
Revenue to Equity	12.9	8.5
Asset Turnover	3.1	3.0
Fixed Asset Ratio	56.1 %	39.0 %
Equity to G & A Expenses	1.5	1.0
Underbillings to Equity	33.3 %	20.2 %
Average Backlog to Equity	13.1	7.2
Average Backlog to Working Capital	20.8	10.8
Average Months in Backlog	12.2	10.3
Efficiency Ratios		
Days in Accounts Receivable	42.0	49.5
Days in Inventory	2.6	3.7
Days in Accounts Payable	42.3	38.7
Operating Cycle	16.7	26.2

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BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$3,152,804	14.2 %	$2,652,515	12.9 %
Marketable securities and short-term investments	474,085	2.1	517,671	2.5
Receivables:				
Contract receivables currently due	7,490,592	33.8	5,667,029	27.5
Retainages on contracts	1,403,191	6.3	1,836,257	8.9
Unbilled work	457,219	2.1	479,055	2.3
Other receivables	686,785	3.1	902,525	4.4
Less allowance for doubtful accounts	(63,550)	0.3	(82,928)	0.4
Total receivables, net	9,973,237	45.0	8,801,938	42.7
Inventories	846,408	3.8	417,691	2.0
Costs and recognized earnings in excess of billings on uncompleted contracts	874,471	3.9	822,962	4.0
Investments in construction joint ventures	381,616	1.7	102,908	0.5
Other current assets	228,368	1.0	183,183	0.9
Total current assets	15,930,987	71.8	13,498,898	65.5
Property, plant and equipment	12,545,896	56.6	10,162,644	49.3
Less accumulated depreciation	(7,823,291)	34.4	(4,367,249)	21.2
Property, plant and equipment, net	4,922,405	22.2	5,795,395	28.1
Other assets	1,195,299	5.4	1,281,632	6.2
Intangible assets	127,462	0.6	28,169	0.1
Total assets	$22,176,153	100.0 %	$20,604,094	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$948,548	4.3 %	$500,953	2.4 %
Accounts payable				
Trade, including currently due subcontractors	4,910,951	22.1	3,721,787	18.1
Subcontractor retainages	690,189	3.1	781,491	3.8
Other	324,281	1.5	901,452	4.4
Total accounts payable	5,925,421	26.7	5,404,730	26.2
Accrued expenses	1,229,304	5.5	550,158	2.7
Billings in excess of costs and recognized earnings on uncompleted contracts	3,036,464	13.7	2,695,277	13.1
Income taxes				
Current	181,856	0.8	34,974	0.2
Deferred	42,227	0.2	217,231	1.1
Total income taxes	224,083	1.0	252,205	1.2
Other current liabilities	211,962	1.0	377,273	1.8
Total current liabilities	11,573,782	52.2	9,780,594	47.5
Long-term debt, excluding current portion	3,491,626	15.7	3,281,578	15.9
Deferred income taxes	327,447	1.5	431,840	2.1
Other	224,535	1.0	312,383	1.5
Minority interests	30,847	0.1	9,492	0.0
Total liabilities	15,648,037	70.6	13,815,885	67.1
Net worth				
Stock, par value	659,838	3.0	462,591	2.2
Additional paid-in capital	1,541,441	7.0	483,041	2.3
Retained earnings	4,706,296	21.2	7,550,064	36.6
Treasury stock	(379,457)	1.7	(1,707,467)	8.3
Total net worth	6,528,116	29.4	6,788,209	32.9
Total liabilities and net worth	$22,176,153	100.0 %	$20,604,094	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$47,245,165	97.9 %	$51,602,261	95.4 %
Other revenue	$1,034,324	2.1	$2,503,788	4.6
Total revenue	48,279,489	100.0	54,106,049	100.0
Contract cost	(42,892,373)	88.8	(47,131,899)	87.1
Other cost	(201,756)	0.4	(1,976,640)	3.7
Total cost	(43,094,129)	89.3	(49,108,539)	90.8
Gross Profit	5,185,360	10.7	4,997,510	9.2
Selling, general and administrative expenses	(3,754,969)	7.8	(5,402,353)	10.0
Interest income	194,283	0.4	526,090	1.0
Interest expense	(218,920)	0.5	(193,074)	0.4
Other income (expense), net	63,545	0.1	331,248	0.6
Net earnings (loss) before taxes	1,469,299	3.0	259,421	0.5
Income taxes	(374,563)	0.8	(71,692)	0.1
Net earnings (loss)	$1,094,736	2.3 %	$187,729	0.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	50
1990	48

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.4
Quick Ratio	1.2	1.2
Days of Cash	23.5	17.6
Work. Cap. Turnover	11.1	14.6
Profitability Ratios		
Return on Assets	4.9 %	0.9 %
Return on Equity	16.8 %	2.8 %
Times Interest Earned	7.7	2.3
Leverage Ratios		
Debt to Equity	2.4	2.0
Revenue to Equity	7.4	8.0
Asset Turnover	2.2	2.6
Fixed Asset Ratio	75.4 %	85.4 %
Equity to G & A Expenses	1.7	1.3
Underbillings to Equity	20.4 %	19.2 %
Average Backlog to Equity	8.0	6.3
Average Backlog to Working Capital	12.0	11.4
Average Months in Backlog	13.0	9.4
Efficiency Ratios		
Days in Accounts Receivable	60.5	43.2
Days in Inventory	7.1	3.1
Days in Accounts Payable	43.7	33.9
Operating Cycle	47.3	30.0

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BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$1,932,142	10.6 %	$1,992,170	10.7 %
Marketable securities and short-term investments	339,761	1.9	355,195	1.9
Receivables:				
Contract receivables currently due	5,645,286	30.9	5,279,254	28.5
Retainages on contracts	1,455,112	8.0	1,672,716	9.0
Unbilled work	84,234	0.5	211,987	1.1
Other receivables	1,148,279	6.3	424,321	2.3
Less allowance for doubtful accounts	(33,091)	0.2	(73,353)	0.4
Total receivables, net	8,299,800	45.5	7,514,925	40.5
Inventories	859,894	4.7	813,958	4.4
Costs and recognized earnings in excess of billings on uncompleted contracts	244,388	1.3	429,101	2.3
Investments in construction joint ventures	200,913	1.1	151,982	0.8
Other current assets	294,408	1.6	401,277	2.2
Total current assets	12,171,307	66.7	11,858,508	62.9
Property, plant and equipment	9,352,230	51.2	10,783,602	58.2
Less accumulated depreciation	(4,439,528)	24.3	(5,157,863)	27.8
Property, plant and equipment, net	4,912,702	26.9	5,625,739	30.4
Other assets	968,960	5.3	827,437	4.5
Intangible assets	200,909	1.1	421,627	2.3
Total assets	$18,253,878	100.0 %	$18,533,311	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$669,252	3.7 %	$1,381,639	7.5 %
Accounts payable				
Trade, including currently due subcontractors	3,912,475	21.4	3,981,040	21.4
Subcontractor retainages	1,049,992	5.8	1,067,231	5.8
Other	293,191	1.6	149,270	0.9
Total accounts payable	5,255,658	28.8	5,198,541	28.0
Accrued expenses	861,449	4.7	1,035,823	5.6
Billings in excess of costs and recognized earnings on uncompleted contracts	1,448,782	7.9	967,083	5.2
Income taxes				
Current	78,697	0.4	139,597	0.8
Deferred	101,798	0.6	222,297	1.2
Total income taxes	178,495	1.0	361,894	2.0
Other current liabilities	367,706	2.0	60,190	0.3
Total current liabilities	8,780,333	48.1	9,003,170	48.6
Long-term debt, excluding current portion	2,162,534	11.8	2,280,938	12.2
Deferred income taxes	256,314	1.4	324,551	1.8
Other	1,108,845	6.1	731,499	3.9
Minority interests	111,883	0.6	116,124	0.8
Total liabilities	12,417,879	68.0	12,436,282	67.1
Net worth				
Stock, par value	325,909	1.8	320,407	1.7
Additional paid-in capital	1,471,979	8.1	1,625,988	8.8
Retained earnings	4,132,932	22.6	4,292,025	23.2
Treasury stock	(94,821)	0.5	(141,391)	0.8
Total net worth	5,836,199	32.0	6,097,029	32.9
Total liabilities and net worth	$18,253,878	100.0 %	$18,533,311	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$45,244,807	96.3 %	$36,158,929	94.2 %
Other revenue	$1,762,583	3.7	$2,220,218	5.8
Total revenue	47,007,390	100.0	38,379,147	100.0
Contract cost	(41,784,476)	88.9	(31,629,710)	82.4
Other cost	(1,115,181)	2.4	(1,907,365)	5.0
Total cost	(42,899,657)	91.3	(33,537,075)	87.4
Gross Profit	4,107,733	8.7	4,842,072	12.6
Selling, general and administrative expenses	(2,723,503)	5.8	(3,767,790)	9.8
Interest income	236,434	0.5	264,616	0.7
Interest expense	(306,894)	0.7	(437,044)	1.1
Other income (expense), net	19,886	0.0	245,889	0.6
Net earnings (loss) before taxes	1,333,656	2.8	1,147,743	3.0
Income taxes	(345,757)	0.7	(469,450)	1.2
Net earnings (loss)	$957,899	2.1 %	$678,293	1.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	72
1990	72

Financial Ratios

	1991 Participants	1990 Participants
Liquidity Ratios		
Current Ratio	1.4	1.3
Quick Ratio	1.2	1.1
Days of Cash	14.8	18.7
Work. Cap. Turnover	13.9	14.5
Profitability Ratios		
Return on Assets	5.4 %	3.7 %
Return on Equity	16.9 %	11.1 %
Times Interest Earned	5.3	3.6
Leverage Ratios		
Debt to Equity	2.1	2.0
Revenue to Equity	8.1	6.3
Asset Turnover	2.6	2.1
Fixed Asset Ratio	84.2 %	82.3 %
Equity to G & A Expenses	2.1	1.6
Underbillings to Equity	5.6 %	10.5 %
Average Backlog to Equity	7.6	5.5
Average Backlog to Working Capital	13.1	12.5
Average Months in Backlog	11.3	10.4
Efficiency Ratios		
Days in Accounts Receivable	51.8	52.8
Days in Inventory	7.2	8.7
Days in Accounts Payable	35.3	44.3
Operating Cycle	38.5	35.9

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ALL COMPANIES
FARWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,018,696	11.4 %	$2,565,060	10.5 %
Marketable securities and short term investments	436,365	2.5	522,748	2.1
Receivables:				
Contract receivables currently due	6,200,161	34.9	7,432,346	30.3
Retainages on contracts	1,873,660	10.6	2,069,702	8.4
Unbilled work	48,289	0.3	230,430	0.9
Other receivables	989,291	5.6	698,013	2.8
Less allowance for doubtful accounts	(59,671)	0.3	(42,015)	0.2
Total receivables, net	9,051,950	51.0	10,386,876	42.3
Inventories	1,130,054	6.4	3,164,154	12.9
Costs and recognized earnings in excess of billings on uncompleted contracts	819,931	4.6	831,083	3.4
Investments in construction joint ventures	258,762	1.5	461,740	1.9
Other current assets	367,204	1.7	534,578	2.2
Total current assets	14,024,972	79.0	18,486,217	75.2
Property, plant and equipment	5,148,427	29.0	7,798,857	31.8
Less accumulated depreciation	(2,639,402)	14.9	(3,529,763)	14.4
Property, plant and equipment, net	2,509,025	14.1	4,269,094	17.4
Other assets	1,115,920	6.3	1,673,438	6.8
Intangible assets	101,369	0.6	136,014	0.6
Total assets	$17,751,286	100.0 %	$24,544,763	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$888,350	3.7 %	$2,042,352	8.3 %
Accounts payable				
Trade, including currently due subcontractors	4,428,783	24.9	5,325,080	21.7
Subcontractor retainages	1,218,806	6.9	1,454,531	5.9
Other	265,065	1.5	255,409	1.0
Total accounts payable	5,912,664	33.3	7,035,020	28.7
Accrued expenses	1,404,873	7.9	1,375,494	5.6
Billings in excess of costs and recognized earnings on uncompleted contracts	1,803,436	10.2	1,954,281	8.0
Income taxes				
Current	114,588	0.6	82,442	0.3
Deferred	195,764	1.1	368,041	1.5
Total income taxes	310,352	1.7	450,483	1.8
Other current liabilities	457,868	2.6	278,692	1.1
Total current liabilities	10,547,543	59.4	13,136,302	53.5
Long-term debt, excluding current portion	1,153,313	6.5	2,619,273	10.7
Deferred income taxes	117,397	0.7	296,048	1.2
Other	565,304	3.2	819,318	3.3
Minority interests	62,867	0.4	226,821	0.9
Total liabilities	12,446,224	70.1	17,097,762	69.7
Net worth				
Stock, par value	498,493	2.8	807,582	3.3
Additional paid-in capital	575,923	3.2	988,650	4.0
Retained earnings	4,395,244	24.8	5,892,764	24.0
Treasury stock	(164,598)	0.9	(241,995)	1.0
Total net worth	5,305,062	29.9	7,447,001	30.3
Total liabilities and net worth	$17,751,286	100.0 %	$24,544,763	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$48,731,880	97.4 %	$48,689,279	93.7 %
Other revenue	$1,289,026	2.6	$3,276,143	6.3
Total revenue	50,020,916	100.0	51,965,422	100.0
Contract cost	(44,392,031)	88.7	(44,378,424)	85.4
Other cost	(1,064,826)	2.1	(2,342,430)	4.5
Total cost	(45,456,857)	90.9	(46,720,854)	89.9
Gross Profit	4,564,059	9.1	5,244,588	10.1
Selling, general and administrative expenses	(3,422,443)	6.8	(3,232,716)	6.2
Interest income	233,613	0.5	264,954	0.5
Interest expense	(253,051)	0.5	(244,440)	0.5
Other income (expense), net	299,266	0.6	(213,173)	0.4
Net earnings (loss) before taxes	1,421,444	2.8	1,839,293	3.5
Income taxes	(330,647)	0.7	(258,435)	0.5
Net earnings (loss)	$1,090,797	2.2 %	$1,581,858	3.0 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	144
1990	166

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.4
Quick Ratio	1.1	1.0
Days of Cash	14.5	17.8
Work. Cap. Turnover	14.4	9.7
Profitability Ratios		
Return on Assets	6.1 %	6.4 %
Return on Equity	20.6 %	21.2 %
Times Interest Earned	6.6	8.5
Leverage Ratios		
Debt to Equity	2.3	2.3
Revenue to Equity	9.4	7.0
Asset Turnover	2.8	2.1
Fixed Asset Ratio	47.3 %	57.3 %
Equity to G & A Expenses	1.6	2.3
Underbillings to Equity	16.4 %	14.3 %
Average Backlog to Equity	8.2	5.8
Average Backlog to Working Capital	12.4	8.1
Average Months in Backlog	10.4	9.9
Efficiency Ratios		
Days in Accounts Receivable	51.3	58.0
Days in Inventory	8.9	24.4
Days in Accounts Payable	37.2	43.0
Operating Cycle	37.6	55.2

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS

INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS

Foreword

Of the 804 survey respondents, 314 or 39% represented Industrial and Nonresidential contractors. The SIC codes include Operative builders (SIC code 1531), Industrial buildings and warehouses (SIC code 1541), and Nonresidential construction (SIC code 1542). This section of the survey includes various charts, tables, and financial data relating to these 314 contractors. The Industrial and Nonresidential classification of contractor represents the largest of the five contractor classifications in the survey.

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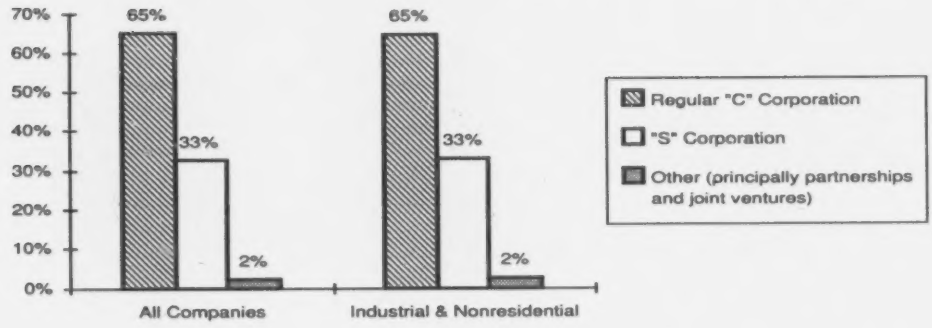
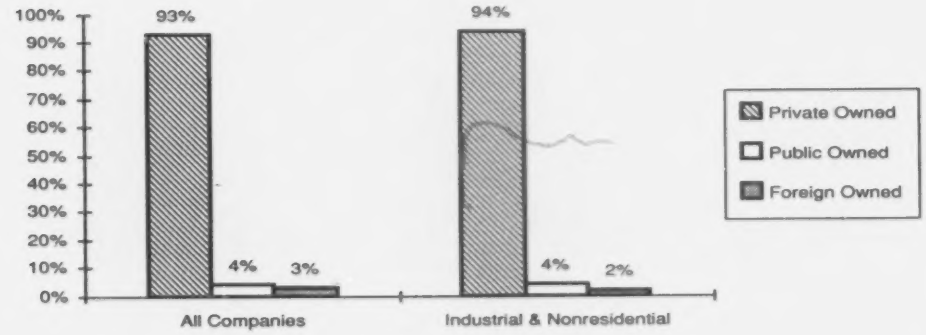
CORPORATE PROFILE

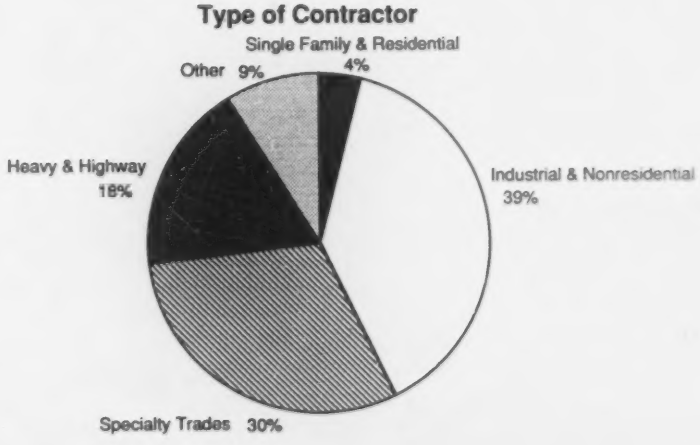
Legal Form of Business



Ownership of Business



Type of Contractor



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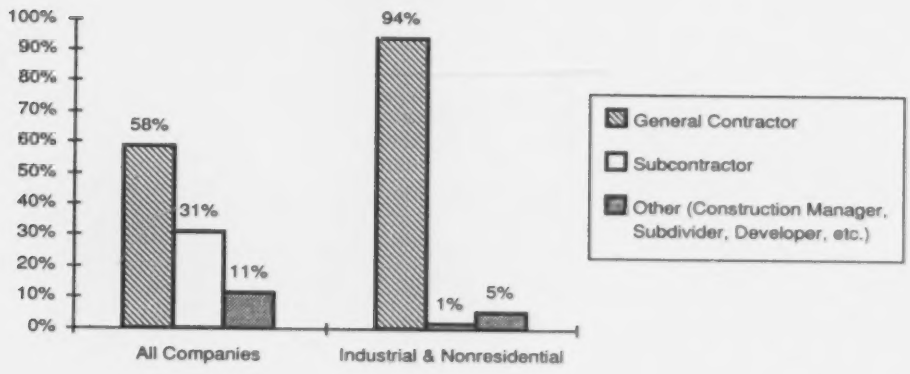
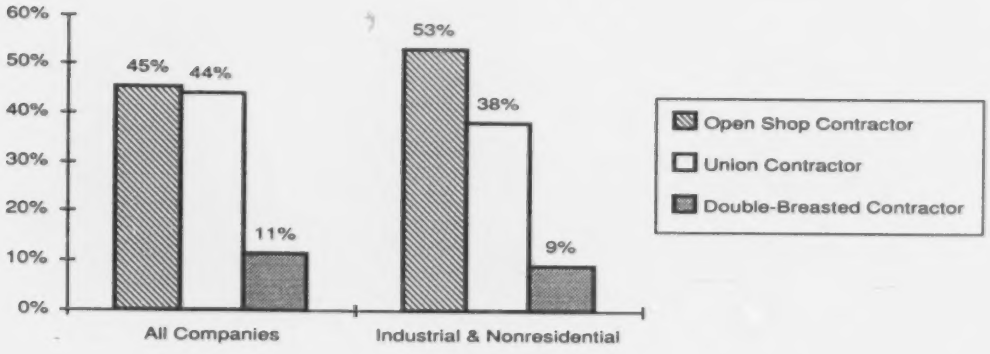
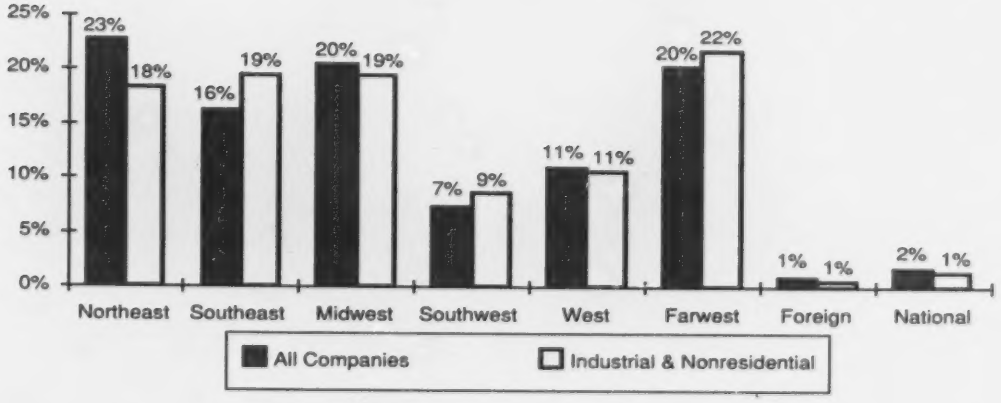
Role of Contractor



Union/Open Shop Contractors



Location of Work by Region



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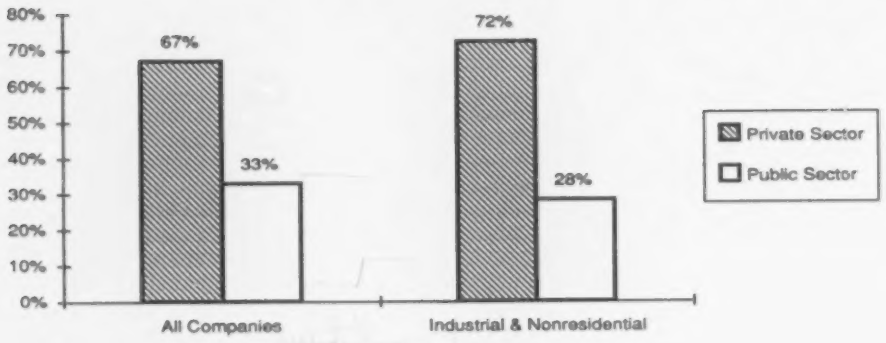
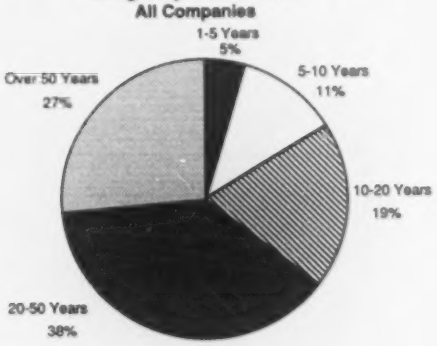
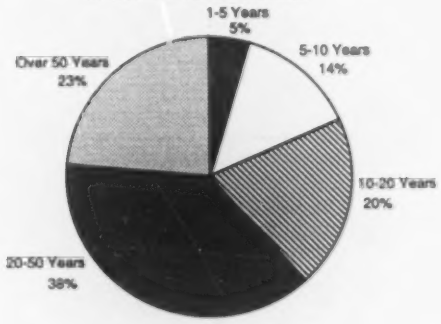
Source of Work



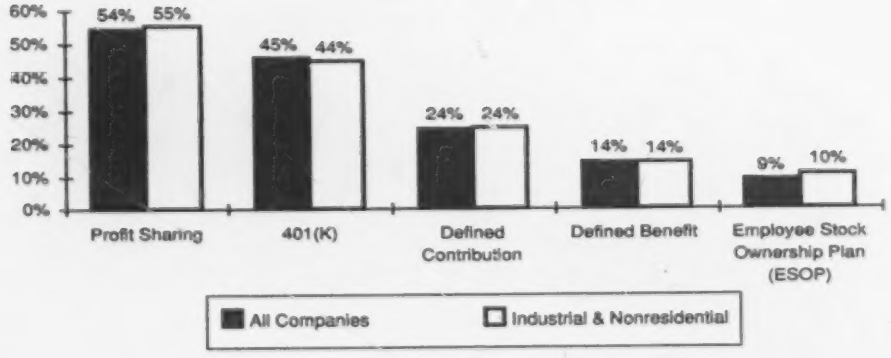
Longevity of Business
All Companies



Longevity of Business
Industrial & Nonresidential



Employee Benefit Plans
(Salaried Employees)



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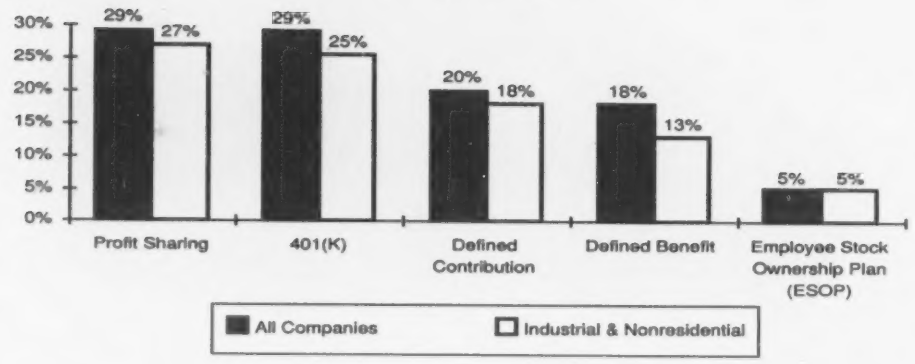
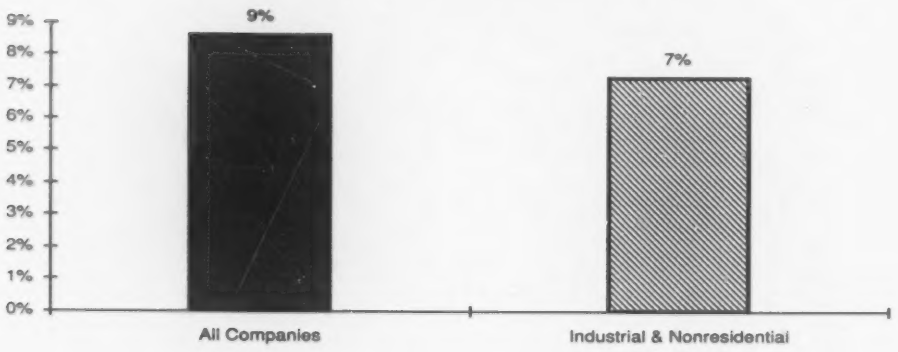
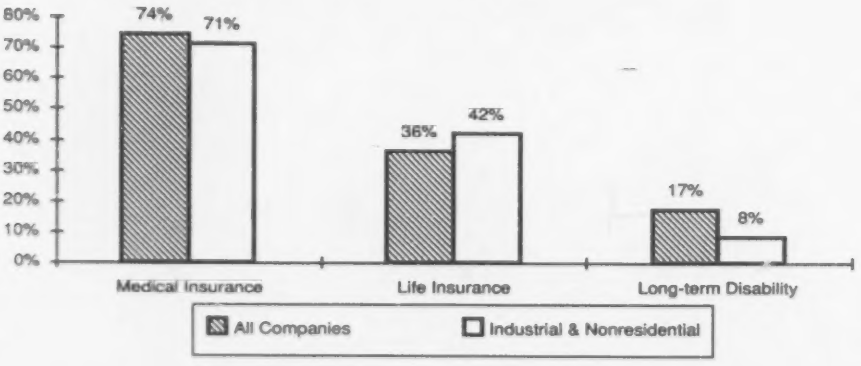
Employee Benefit Plans
(Hourly Employees)



Companies with Post-Retirement Benefits



Types of Post Retirement Benefits
(For Companies which provide Post-Retirement Benefits)



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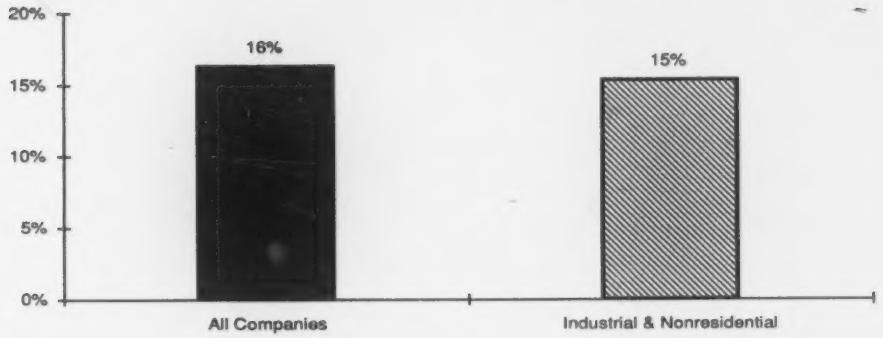
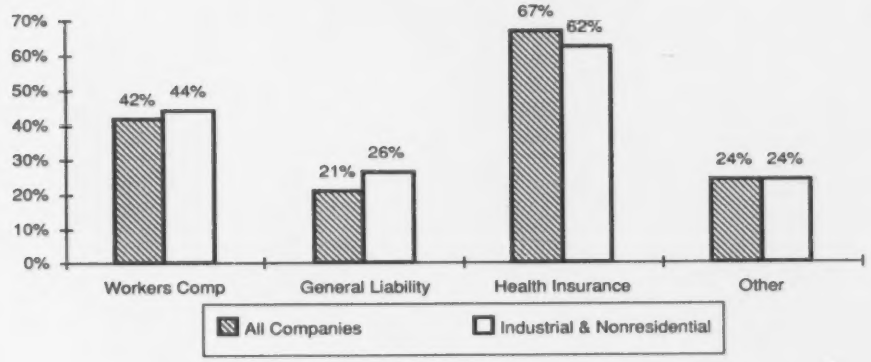
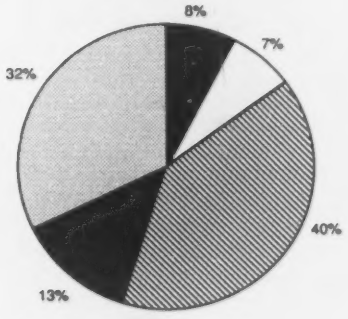
Companies which are Self-Insured

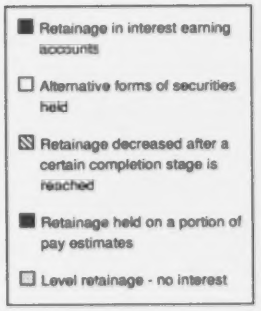


Areas of Self-Insurance
(For Companies which are Self-Insured)

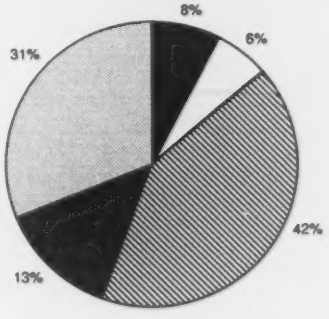


Types of Contract Retainage
All Companies




Retainage in interest earning accounts
Alternative forms of securities held
Retainage decreased after a certain completion stage is reached
Retainage held on a portion of pay estimates
Level retainage - no interest

Types of Contract Retainage
Industrial & Nonresidential



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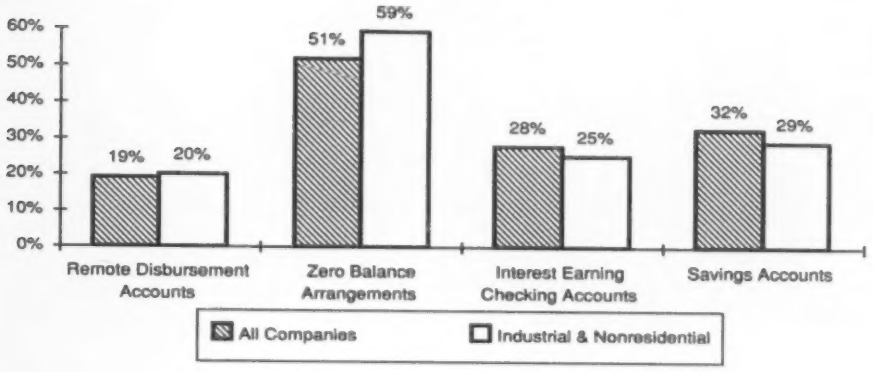
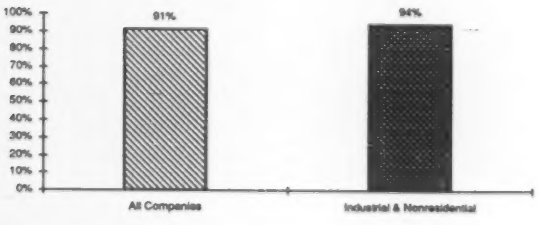
Cash Management



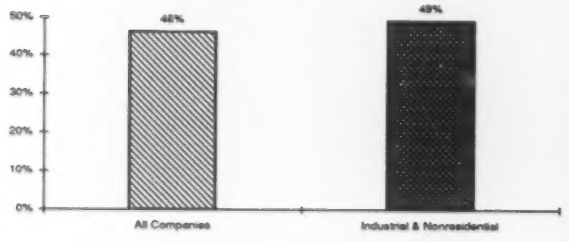
Bonuses

Applicable to:	Bonuses Determined by: Discretionary	Goal Attainment	Formula	Other
Corporate execs	68%	11%	19%	2%
Project Mgrs	61%	15%	21%	2%
Project Supers	64%	17%	17%	2%
Estimators	75%	9%	14%	3%

Percentage of Companies that Perform Bonded Work



Percentage of Contract Revenue that is Bonded (For Companies that Perform Bonded Work)



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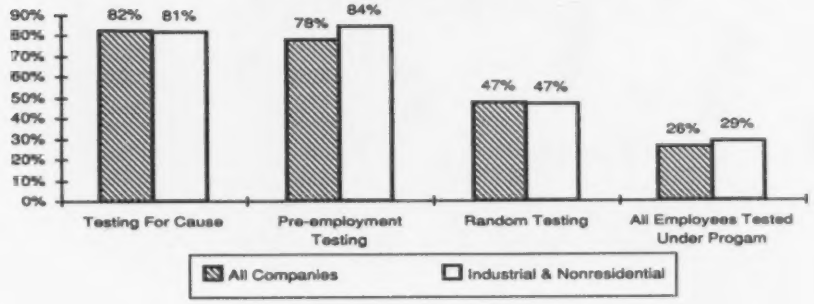
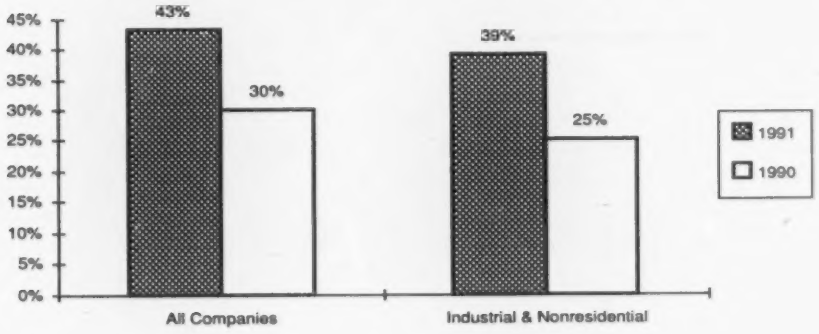
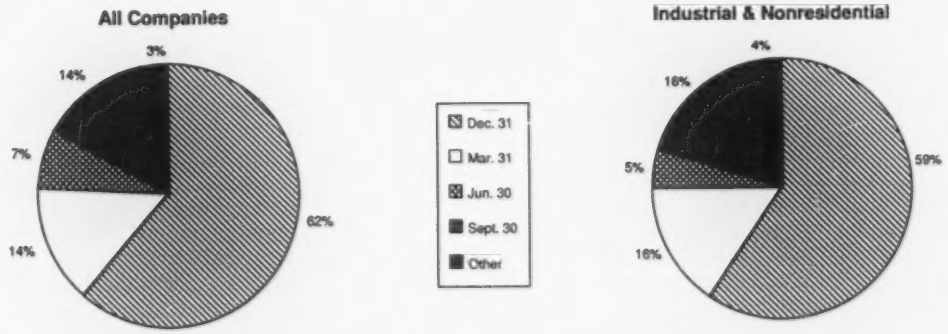
Methods of Substance Abuse Testing
(For Companies with Testing Programs)



Companies with Substance Abuse Testing Programs



Corporate Fiscal Year-End



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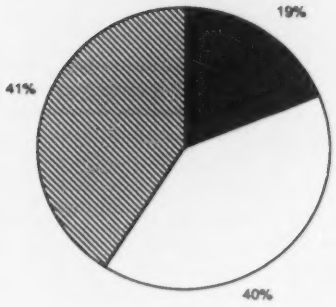
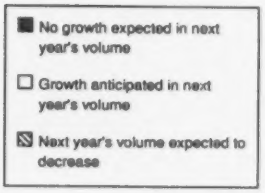
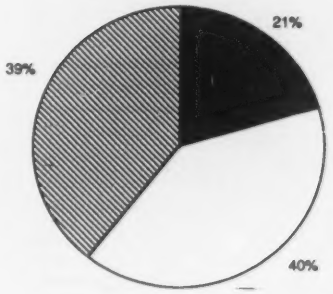
OPINIONS

All Companies

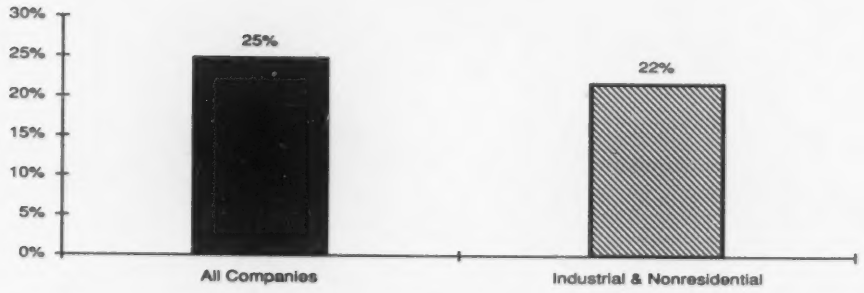



No growth expected in next year's volume
Growth anticipated in next year's volume
Next year's volume expected to decrease

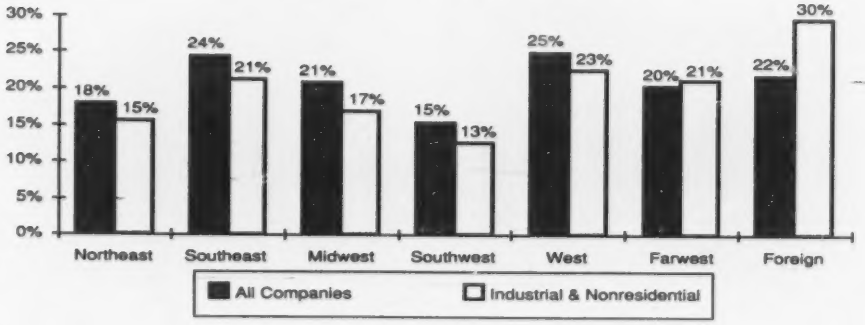
Industrial & Nonresidential



Companies Planning to Enter New Geographic Regions



Areas of Regional Growth
(For Companies Planning Regional Growth)



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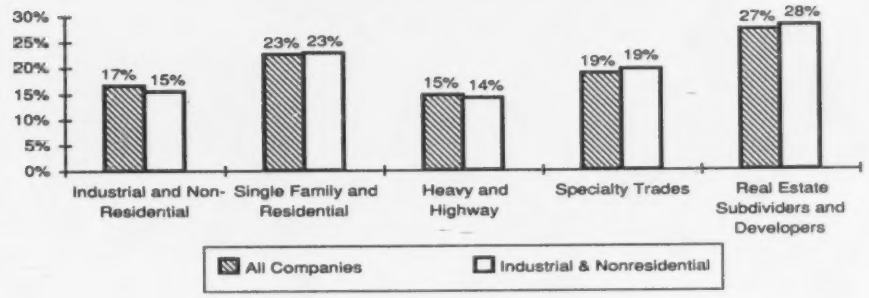
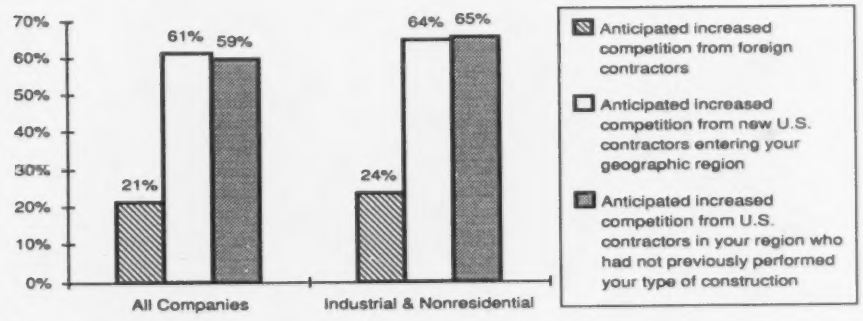
Percentage of Participants Estimating Future Growth in the Construction Markets



Anticipated Future Competition



Top Five Areas of Most Challenge in the Next Five Years

	Percent of Companies Selecting Area
Insurance (Workers comp, medical, life, etc.)	75%
Litigation	47%
Financing Costs	31%
Manpower Needs	29%
Surety Bonds	27%

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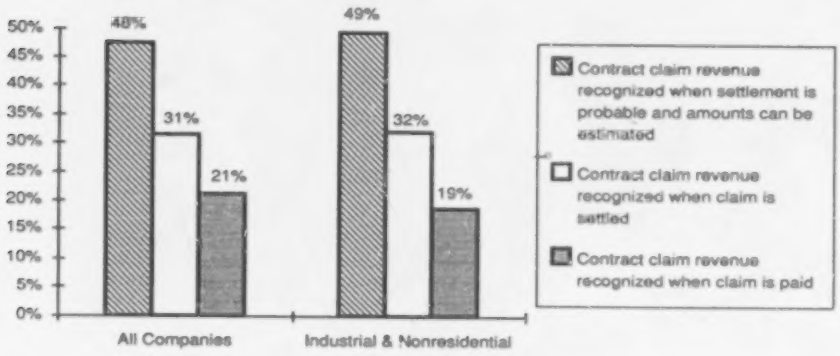
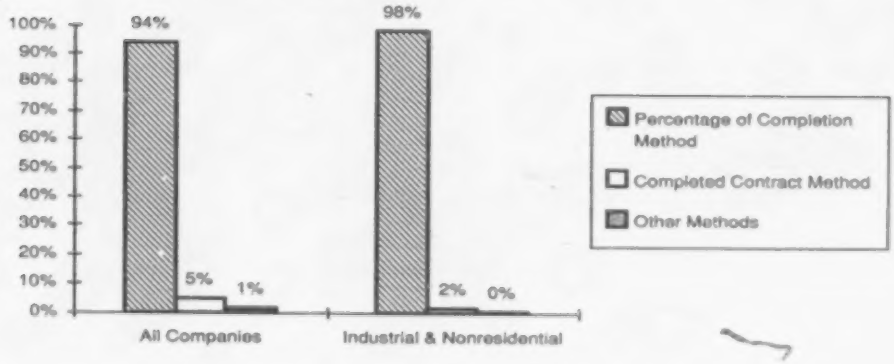
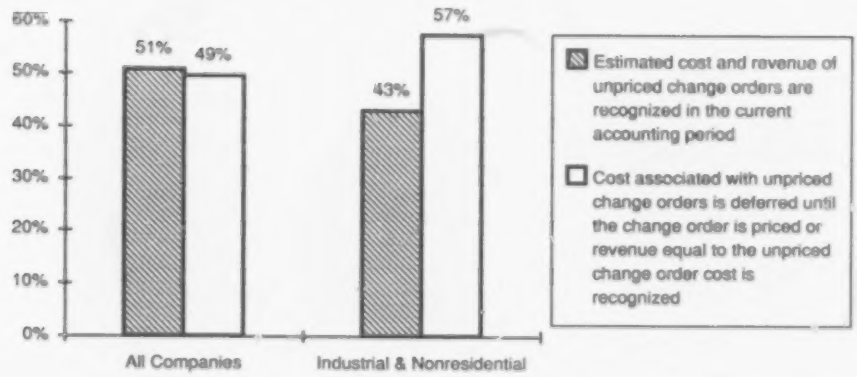
Contract Claim Revenue Recognition



Contract Revenue Recognition



Unpriced Change Order Cost



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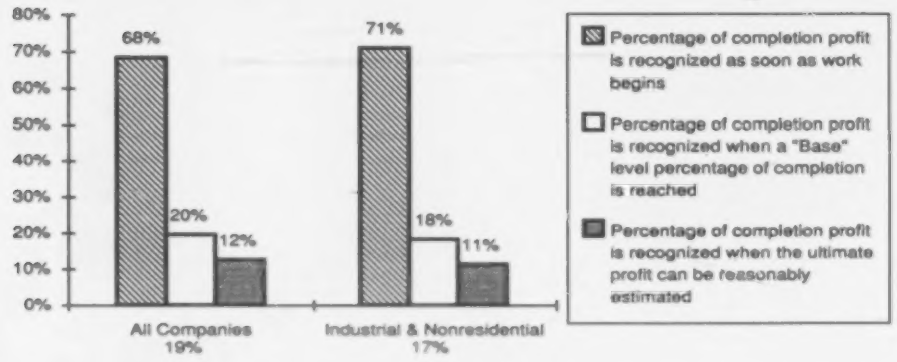
Profit Recognition Practices

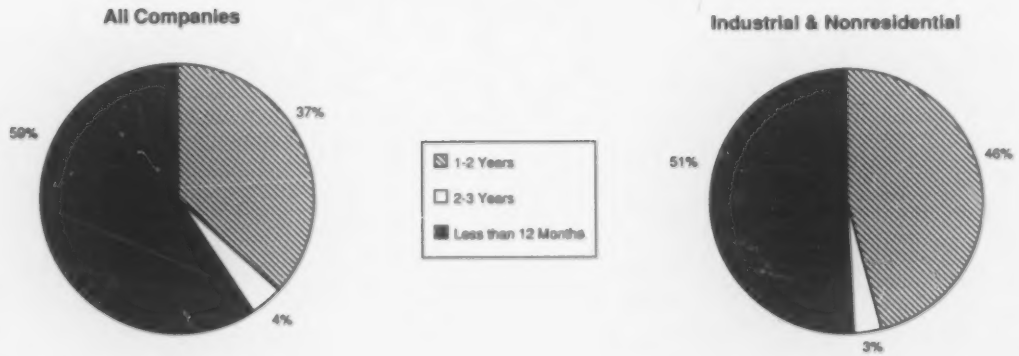


The percentages below the names represent the average "base" level of percentage completion at which contract profit recognition begins for those companies using such accounting policy.

Types of Contracts

Type of Contract	Percentage of Work Performed	
	All Companies	Industrial & Nonresidential
Fixed Price	59%	58%
Cost Plus-Guaranteed Maximum	12%	23%
Cost Plus	7%	10%
Time and Materials	7%	4%
Construction Management	3%	4%
Unit Price	11%	1%
Others	1%	0%
Total	100%	100%

LENGTH OF CONTRACT



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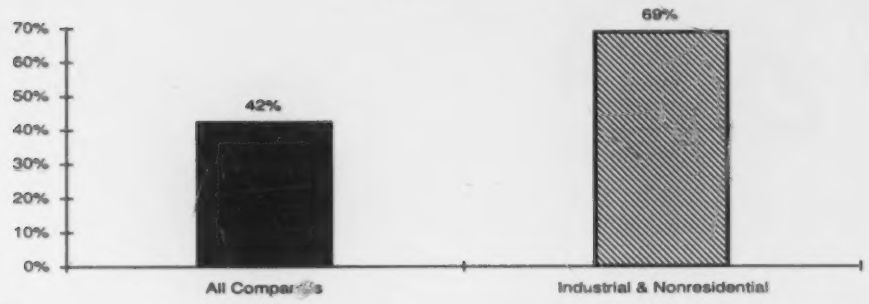
Percentage of Contract Cost Performed by Subcontractors



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SELECTED FINANCIAL DATA

Industrial and Nonresidential Contractors

	All Companies	Industrial & Nonresidential
Number of Companies	669	292
Assets	$21,018	$27,071
Liabilities	14,951	20,577
Net Worth	6,067	6,493
% Net Worth to Assets	28.9	24.0
Revenues	56,893	85,809
Gross Profit	4,800	4,907
% Gross Profit	8.4	5.7
G&A Expenses	3,750	4,053
% to Revenue	6.6	4.7
Net Income	760	852
% Net Income	1.3	1.0
Current Ratio	1.3	1.3
Return on Assets (%)	3.6	3.1
Return on Equity (%)	12.5	13.1

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The composite balance sheet of the Industrial and Nonresidential contractor is approximately 29% larger than the composite for all companies responding to the survey. The Industrial and Nonresidential composite company has a net worth to assets percentage of 24% compared to 29% for all companies. The reason for this slight difference is because total liabilities for the Industrial and Nonresidential group is 76% of total assets compared to 71% for all companies. This trend is consistent with the 1990/1989 survey responses. The current ratios and quick ratios for both groups are similar.

The composite total revenue ($85,809) of the Industrial and Nonresidential companies represent 51% greater annual volume than the overall composite to companies ($56,893). While the total revenue is greater, the gross profit as a percentage of revenue (5.7%) is less for the Industrial and Nonresidential companies compared to the overall composite companies (8.4%). This difference is likely due to generally lower bid margins as a percentage of contract revenue for the larger projects performed by the Industrial and Nonresidential contractor. Revenue decreased approximately 20% from 1990 and accordingly, net income decreased by approximately 25% and the net income percentage had a slight decrease from 1.1% in 1990 to 1.0% in 1991. This is representative of a three year downward trend with the net income percentage starting at 1.2% in 1989, decreasing to 1.1 % in 1990 and finally to 1.0 % in 1991.

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
COMPOSITE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$3,546,570	13.1 %	$3,926,772	11.7 %
Marketable securities and short-term investments	1,079,171	4.0	1,085,910	3.2
Receivables:				
Contract receivables currently due	9,835,126	36.3	10,462,606	31.2
Retainages on contracts	3,060,946	11.3	3,908,790	11.6
Unbilled work	501,133	1.9	843,881	2.5
Other receivables	1,247,710	4.6	807,730	2.4
Less allowance for doubtful accounts	(92,883)	0.3	(31,711)	0.1
Total receivables, net	14,592,054	53.9	15,991,296	47.6
Inventories	529,253	2.0	581,049	1.7
Costs and recognized earnings in excess of billings on uncompleted contracts	990,689	3.7	2,139,000	6.4
Investments in construction joint ventures	235,821	0.9	370,861	1.1
Other current assets	891,895	3.3	1,318,383	3.9
Total current assets	21,865,453	80.8	25,433,251	75.7
Property, plant and equipment	5,375,716	19.9	8,360,029	24.9
Less accumulated depreciation	(2,873,990)	10.6	(3,046,768)	9.1
Property, plant and equipment, net	2,501,748	9.2	5,313,261	15.8
Other assets	2,452,503	9.1	2,753,034	8.2
Intangible assets	250,941	0.9	81,523	0.2
Total assets	$27,070,645	100.0 %	$33,581,069	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$506,883	1.9 %	$506,359	1.5 %
Accounts payable				
Trade, including currently due subcontractors	8,204,248	30.3	9,209,250	27.4
Subcontractor retainages	2,861,551	10.6	3,353,813	10.0
Other	735,970	2.7	908,294	2.7
Total accounts payable	11,801,767	43.6	13,471,357	40.1
Accrued expenses	1,863,779	6.9	2,087,537	6.2
Billings in excess of costs and recognized earnings on uncompleted contracts	2,650,729	9.8	3,255,391	9.7
Income taxes				
Current	139,547	0.5	205,405	0.6
Deferred	123,166	0.5	172,888	0.5
Total income taxes	262,713	1.0	378,293	1.1
Other current liabilities	310,049	1.1	527,593	1.6
Total current liabilities	17,395,719	64.3	20,226,530	60.2
Long-term debt, excluding current portion	1,876,719	6.9	1,449,353	4.3
Deferred income taxes	454,302	1.7	716,754	2.1
Other	770,488	2.8	1,053,088	3.1
Minority interests	79,022	0.3	1,765,700	5.3
Total liabilities	20,577,250	76.0	25,211,426	75.1
Net worth				
Stock, par value	430,434	1.6	748,277	2.2
Additional paid-in capital	916,083	3.4	3,153,381	9.4
Retained earnings	5,392,752	19.9	4,846,482	14.4
Treasury stock	(245,874)	0.9	(376,497)	1.1
Total net worth	6,493,395	24.0	8,369,643	24.9
Total liabilities and net worth	$27,070,645	100.0 %	$33,581,069	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$83,962,047	97.5 %	$102,771,877	96.2 %
Other revenue	$2,146,805	2.5	$4,085,738	3.8
Total revenue	85,908,852	100.0	106,857,415	100.0
Contract cost	(79,257,900)	92.4	(97,533,988)	91.3
Other cost	(1,644,390)	1.9	(3,589,194)	3.4
Total cost	(80,902,298)	94.3	(101,123,182)	94.6
Gross Profit	4,906,553	5.7	5,734,223	5.4
Selling, general and administrative expenses	(4,053,306)	4.7	(4,489,689)	4.2
Interest income	302,474	0.4	616,802	0.6
Interest expense	(168,710)	0.2	(225,868)	0.2
Other income (expense), net	142,086	0.2	115,133	0.1
Net earnings (loss) before taxes	1,128,097	1.3	1,750,801	1.6
Income taxes	(275,825)	0.3	(612,728)	0.6
Net earnings (loss)	$852,272	1.0 %	$1,137,873	1.1 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	252
1990	391

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.3
Quick Ratio	1.1	1.0
Days of Cash	14.9	13.2
Work. Cap. Turnover	19.2	20.5
Profitability Ratios		
Return on Assets	3.1 %	3.4 %
Return on Equity	13.1 %	13.6 %
Times Interest Earned	7.6	8.7
Leverage Ratios		
Debt to Equity	3.2	3.0
Revenue to Equity	13.2	12.8
Asset Turnover	3.2	3.2
Fixed Asset Ratio	38.5 %	63.5 %
Equity to G & A Expenses	1.6	1.9
Underbillings to Equity	23.0 %	35.9 %
Average Backlog to Equity	17.5	16.8
Average Backlog to Working Capital	25.4	27.0
Average Months in Backlog	15.9	15.9
Efficiency Ratios		
Days in Accounts Receivable	46.3	37.9
Days in Inventory	2.4	2.1
Days in Accounts Payable	39.9	36.0
Operating Cycle	23.7	17.1

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SELECTED REGIONAL FINANCIAL DATA

Industrial and Nonresidential Contractors

	All Companies	Regions					
		NE	SE	MW	SW	W	FW
Number of Companies	292	54	60	59	26	29	66
Assets	$27,071	$27,616	$26,340	$32,648	$15,110	$21,669	$22,726
Liabilities	20,577	20,166	19,514	26,729	10,851	16,505	17,485
Net Worth	6,493	7,450	6,826	5,919	4,259	5,164	5,242
% Net Worth to Assets	24.0	27.0	25.9	18.1	28.2	23.8	23.1
Revenues	85,809	80,375	96,914	113,320	55,522	72,678	74,948
Gross Profit	4,907	4,920	5,386	5,098	3,945	4,488	4,181
% Gross Profit	5.7	6.1	5.6	4.5	7.1	6.2	5.6
G&A Expenses	4,053	4,033	4,395	4,154	2,700	3,613	3,393
% to Revenue	4.7	5.0	4.5	3.7	4.9	5.0	4.5
Net Income	852	836	1,116	792	881	702	1,049
% Net Income	1.0	1.0	1.2	0.7	1.6	1.0	1.4
Current Ratio	1.3	1.3	1.3	1.1	1.3	1.3	1.2
Return on Assets (%)	3.1	3.0	4.2	2.4	5.8	3.2	4.6
Return on Equity (%)	13.1	11.2	16.4	13.4	20.7	13.6	20.0

Discussion and Analysis

The number of companies in each region comprising the Industrial and Nonresidential category appear to be evenly spread throughout the regions with the exception of lower responses in the Southwest and West regions.

The larger companies are found in the Midwest region with assets of approximately $33 million and revenues of approximately $113 million. In comparison, in 1990 the larger companies responding were from the Southeast region. Although the larger companies responded in the Midwest, net income remained below the composite level at $792 thousand and the net income percentage dropped from 1.6% in 1990 to 0.7% in 1991 and is the lowest of all regions. Return on assets (2.4%) was also the lowest of the regions, falling from 5.3% in 1990. Return on equity, while above the composite level, fell from 18.3% in 1990 to 13.4% in 1991.

The most profitable region is the Southwest region (26 responses) with the highest gross profit percentage (7.1%). In comparison, the Midwest region had the highest gross profit percentage in 1990 (14.9%), demonstrating a 7.8% decline in the gross profit percentage from 1990 to 1991 for the most profitable region. The Southwest had the highest net income percentage (1.6%), which represents a 1.5% increase over the 1990 net income percentage (0.1%). The Southwest region also had the highest return on assets (5.8%) and return on Equity (20.7%).

Overall, the majority of the regions increased profits from 1990 to 1991 with the exception of the Midwest region, having a $116 thousand decrease in profits from 1990.

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
NORTHEAST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$2,993,900	10.8 %	$3,032,247	18.5 %
Marketable securities and short-term investments	1,618,386	5.9	449,235	2.7
Receivables:				
Contract receivables currently due	9,908,771	35.9	7,090,042	43.3
Retainages on contracts	3,008,707	10.9	2,529,321	15.4
Unbilled work	257,988	0.9	48,780	0.3
Other receivables	273,904	1.0	318,184	1.9
Less allowance for doubtful accounts	(40,843)	0.1	(43,956)	0.3
Total receivables, net	13,408,207	48.6	9,940,371	60.6
Inventories	635,028	2.3	30,241	0.2
Costs and recognized earnings in excess of billings on uncompleted contracts	1,420,478	5.1	883,814	5.4
Investments in construction joint ventures	311,454	1.1	121,690	0.7
Other current assets	713,873	2.6	319,827	2.0
Total current assets	21,101,406	76.4	14,777,425	90.2
Property, plant and equipment	4,231,253	14.6	2,542,531	15.5
Less accumulated depreciation	(2,415,138)	8.7	(1,502,416)	9.2
Property, plant and equipment, net	1,816,097	5.9	1,040,115	6.3
Other assets	4,793,091	17.4	489,629	3.0
Intangible assets	105,779	0.4	83,925	0.5
Total assets	$27,816,373	100.0 %	$16,391,094	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$675,525	2.4 %	$127,748	0.8 %
Accounts payable				
Trade, including currently due subcontractors	8,246,407	29.9	6,195,517	37.8
Subcontractor retainages	2,826,762	10.2	2,384,480	14.5
Other	193,790	0.7	34,498	0.2
Total accounts payable	11,266,959	40.8	8,614,475	52.6
Accrued expenses	1,758,393	6.4	634,225	3.9
Billings in excess of costs and recognized earnings on uncompleted contracts	1,772,606	6.4	1,758,671	10.7
Income taxes				
Current	49,236	0.2	93,160	0.6
Deferred	58,714	0.2	93,865	0.6
Total income taxes	107,950	0.4	187,025	1.1
Other current liabilities	892,235	3.2	213,413	1.3
Total current liabilities	16,475,670	59.7	11,536,557	70.4
Long-term debt, excluding current portion	2,390,917	8.7	509,284	3.1
Deferred income taxes	1,021,230	3.7	123,452	0.8
Other	105,106	0.4	83,014	0.3
Minority interests	173,241	0.6	54,439	0.3
Total liabilities	20,166,164	73.0	12,275,746	74.9
Net worth				
Stock, par value	531,094	1.9	383,081	2.3
Additional paid-in capital	1,424,164	5.2	244,311	1.5
Retained earnings	6,208,991	22.5	3,584,582	21.9
Treasury stock	(714,040)	2.6	(96,626)	0.6
Total net worth	7,450,209	27.0	4,115,348	25.1
Total liabilities and net worth	$27,816,373	100.0 %	$16,391,094	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$60,266,565	99.9 %	$51,209,246	99.8 %
Other revenue	$108,795	0.1	$97,395	0.2
Total revenue	60,375,360	100.0	51,306,641	100.0
Contract cost	(75,415,824)	93.6	(47,851,146)	93.3
Other cost	(39,571)	0.0	(95,980)	0.2
Total cost	(75,455,395)	93.9	(47,945,126)	93.4
Gross Profit	4,919,965	8.1	3,361,515	6.6
Selling, general and administrative expenses	(4,032,762)	5.0	(2,740,811)	5.3
Interest income	209,673	0.3	246,962	0.5
Interest expense	(210,829)	0.3	(89,786)	0.2
Other income (expense), net	61,780	0.1	11,785	0.0
Net earnings (loss) before taxes	947,827	1.2	789,662	1.5
Income taxes	(111,885)	0.1	(170,871)	0.3
Net earnings (loss)	$835,942	1.0 %	$618,791	1.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	54
1990	67

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.3
Quick Ratio	1.1	1.2
Days of Cash	13.4	21.3
Work. Cap. Turnover	17.4	15.8
Profitability Ratios		
Return on Assets	3.0 %	3.8 %
Return on Equity	11.2 %	15.0 %
Times Interest Earned	5.5	9.8
Leverage Ratios		
Debt to Equity	2.7	3.0
Revenue to Equity	10.8	12.5
Asset Turnover	2.9	3.1
Fixed Asset Ratio	21.7 %	25.3 %
Equity to G & A Expenses	1.8	1.5
Underbillings to Equity	22.5 %	22.7 %
Average Backlog to Equity	10.4	24.0
Average Backlog to Working Capital	16.8	30.4
Average Months in Backlog	11.8	23.1
Efficiency Ratios		
Days in Accounts Receivable	45.4	51.7
Days in Inventory	3.0	0.2
Days in Accounts Payable	40.3	46.8
Operating Cycle	21.6	26.4

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
SOUTHEAST REGION

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$3,366,400	12.8 %	$2,399,726	6.7 %
Marketable securities and short-term investments	1,609,455	6.1	2,169,000	6.1
Receivables:				
Contract receivables currently due	8,962,887	34.1	11,694,677	32.8
Retainages on contracts	3,064,945	11.6	4,416,580	12.4
Unbilled work	269,889	1.0	1,087,104	3.1
Other receivables	3,236,247	12.3	986,795	2.8
Less allowance for doubtful accounts	(78,471)	0.3	(42,443)	0.1
Total receivables, net	15,475,207	58.8	18,142,713	50.9
Inventories	12,604	0.0	1,028,133	2.9
Costs and recognized earnings in excess of billings on uncompleted contracts	982,369	3.7	1,753,213	4.9
Investments in construction joint ventures	274,389	1.0	852,513	2.4
Other current assets	1,233,059	4.7	2,373,832	6.7
Total current assets	22,953,483	87.1	28,719,130	80.6
Property, plant and equipment	5,217,710	19.8	8,589,843	24.1
Less accumulated depreciation	(3,102,384)	11.8	(4,462,580)	12.5
Property, plant and equipment, net	2,115,326	8.0	4,127,263	11.6
Other assets	1,256,171	4.8	2,784,122	7.8
Intangible assets	15,123	0.1	4,904	0.0
Total assets	$26,340,083	100.0 %	$35,635,449	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$108,777	0.4 %	$844,267	1.8 %
Accounts payable				
Trade, including currently due subcontractors	6,187,127	23.5	11,052,586	31.0
Subcontractor retainages	2,963,111	11.2	2,715,264	7.6
Other	1,408,690	5.3	2,572,363	7.2
Total accounts payable	10,558,928	40.1	16,340,193	45.9
Accrued expenses	2,065,990	7.8	1,752,191	4.9
Billings in excess of costs and recognized earnings on uncompleted contracts	4,019,246	15.3	3,516,733	9.9
Income taxes				
Current	281,017	1.1	100,527	0.3
Deferred	17,472	0.1	78,979	0.2
Total income taxes	298,489	1.1	179,506	0.5
Other current liabilities	229,101	0.9	1,009,283	2.8
Total current liabilities	17,280,531	65.6	23,442,173	65.9
Long-term debt, excluding current portion	527,644	2.0	709,740	2.0
Deferred income taxes	212,727	0.8	783,640	2.2
Other	1,467,535	5.6	2,036,059	5.7
Minority interests	25,855	0.1	2,780	0.0
Total liabilities	19,514,092	74.1	26,974,401	75.7
Net worth				
Stock, par value	166,816	0.6	1,179,856	3.3
Additional paid-in capital	877,292	3.3	3,216,748	9.0
Retained earnings	5,797,421	22.0	5,369,774	15.1
Treasury stock	(15,538)	0.1	(1,105,130)	3.1
Total net worth	6,825,991	25.9	8,661,048	24.3
Total liabilities and net worth	$26,340,083	100.0 %	$35,635,449	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$94,071,464	97.1 %	$109,491,551	99.7 %
Other revenue	$2,842,137	2.9	$284,164	0.3
Total revenue	96,913,601	100.0	109,775,715	100.0
Contract cost	(89,092,499)	91.9	(105,364,969)	96.0
Other cost	(2,435,108)	2.5	(129,067)	0.1
Total cost	(91,527,607)	94.4	(105,514,036)	96.1
Gross Profit	5,385,994	5.6	4,261,649	3.9
Selling, general and administrative expenses	(4,394,878)	4.5	(3,350,092)	3.1
Interest income	382,663	0.4	272,439	0.2
Interest expense	(129,750)	0.1	(237,341)	0.2
Other income (expense), net	173,880	0.2	315,894	0.2
Net earnings (loss) before taxes	1,417,718	1.5	1,162,339	1.1
Income taxes	(301,476)	0.3	(360,976)	0.3
Net earnings (loss)	$1,116,242	1.2 %	$791,363	0.7 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	60
1990	63

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.2
Quick Ratio	1.2	1.0
Days of Cash	12.5	7.9
Work. Cap. Turnover	17.1	20.8
Profitability Ratios		
Return on Assets	4.2 %	2.2 %
Return on Equity	16.4 %	9.0 %
Times Interest Earned	11.9	5.9
Leverage Ratios		
Debt to Equity	2.9	3.1
Revenue to Equity	14.2	12.7
Asset Turnover	3.7	3.1
Fixed Asset Ratio	31.0 %	47.7 %
Equity to G & A Expenses	1.6	2.6
Underbillings to Equity	19.3 %	32.9 %
Average Backlog to Equity	11.2	12.0
Average Backlog to Working Capital	13.5	19.7
Average Months in Backlog	9.5	11.4
Efficiency Ratios		
Days in Accounts Receivable	45.1	41.4
Days in Inventory	0.0	3.5
Days in Accounts Payable	29.9	48.5
Operating Cycle	27.8	6.3

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
MIDWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$4,353,076	13.3 %	$2,151,351	12.6 %
Marketable securities and short-term investments	593,959	1.8	1,602,592	9.4
Receivables:				
Contract receivables currently due	11,754,794	36.0	6,617,477	38.8
Retainages on contracts	4,519,039	13.8	1,710,042	10.0
Unbilled work	1,813,258	5.6	73,297	0.4
Other receivables	648,931	2.0	573,808	3.4
Less allowance for doubtful accounts	(17,545)	0.1	(16,945)	0.1
Total receivables, net	18,718,367	57.3	8,957,479	52.5
Inventories	94,439	0.3	72,981	0.4
Costs and recognized earnings in excess of billings on uncompleted contracts	1,099,254	3.4	715,191	4.2
Investments in construction joint ventures	45,524	0.1	397,276	2.3
Other current assets	1,528,276	4.7	229,857	1.3
Total current assets	26,432,893	81.0	14,126,739	82.8
Property, plant and equipment	6,548,985	20.1	2,174,054	12.7
Less accumulated depreciation	(3,788,423)	11.6	(1,159,548)	6.8
Property, plant and equipment, net	2,760,542	8.5	1,014,505	5.9
Other assets	3,429,446	10.5	1,918,775	11.2
Intangible assets	25,382	0.1	8,563	0.0
Total assets	$32,648,247	100.0 %	$17,068,582	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$972,917	3.0 %	$927,405	5.4 %
Accounts payable				
Trade, including currently due subcontractors	12,366,045	37.9	5,212,540	30.5
Subcontractor retainages	4,258,711	13.0	1,596,823	9.4
Other	1,481,537	4.5	301,567	1.8
Total accounts payable	18,086,293	55.4	7,110,730	41.7
Accrued expenses	1,564,656	4.8	521,485	3.1
Billings in excess of costs and recognized earnings on uncompleted contracts	1,858,626	5.7	1,975,993	11.6
Income taxes				
Current	186,771	0.6	213,220	1.2
Deferred	166,475	0.5	270,300	1.6
Total income taxes	353,246	1.1	483,520	2.8
Other current liabilities	222,922	0.7	329,094	1.9
Total current liabilities	23,058,660	70.6	11,348,237	66.5
Long-term debt, excluding current portion	2,962,532	9.1	643,750	3.8
Deferred income taxes	374,485	1.1	79,359	0.5
Other	285,635	0.9	37,471	0.2
Minority interests	47,485	0.1	7,249	0.0
Total liabilities	26,728,797	81.9	12,116,066	71.0
Net worth				
Stock, par value	429,889	1.3	166,755	1.0
Additional paid-in capital	516,465	1.6	646,760	3.8
Retained earnings	5,146,619	15.8	4,249,251	24.9
Treasury stock	(173,503)	0.5	(112,280)	0.7
Total net worth	5,919,450	18.1	4,950,486	29.0
Total liabilities and net worth	$32,648,247	100.0 %	$17,066,582	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$113,173,172	99.9 %	$56,331,990	98.3 %
Other revenue	$146,746	0.1	$965,686	1.7
Total revenue	113,319,918	100.0	57,257,676	100.0
Contract cost	(107,696,088)	95.0	(48,493,331)	84.6
Other cost	(526,050)	0.5	(239,406)	0.4
Total cost	(108,222,139)	95.5	(48,732,737)	85.1
Gross Profit	5,097,780	4.5	8,564,939	14.9
Selling, general and administrative expenses	(4,153,783)	3.7	(7,922,448)	13.8
Interest income	291,811	0.3	1,217,284	2.1
Interest expense	(134,896)	0.1	(224,669)	0.4
Other income (expense), net	53,192	0.0	(110,934)	0.2
Net earnings (loss) before taxes	1,154,084	1.0	1,524,172	2.7
Income taxes	(362,388)	0.3	(615,984)	1.1
Net earnings (loss)	$791,725	0.7 %	$908,188	1.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	58
1990	47

Financial Ratios

	1991 Participants	1990 Participants
Liquidity Ratios		
Current Ratio	1.1	1.2
Quick Ratio	1.0	1.1
Days of Cash	13.8	13.5
Work. Cap. Turnover	33.6	20.8
Profitability Ratios		
Return on Assets	2.4 %	5.3 %
Return on Equity	13.4 %	18.3 %
Times Interest Earned	9.6	7.8
Leverage Ratios		
Debt to Equity	4.5	2.4
Revenue to Equity	19.1	11.6
Asset Turnover	3.5	3.4
Fixed Asset Ratio	46.6 %	20.5 %
Equity to G & A Expenses	1.4	0.6
Underbillings to Equity	49.2 %	15.9 %
Average Backlog to Equity	21.6	10.2
Average Backlog to Working Capital	38.2	19.2
Average Months in Backlog	13.7	10.6
Efficiency Ratios		
Days in Accounts Receivable	39.3	45.1
Days in Inventory	0.3	0.5
Days in Accounts Payable	48.0	40.7
Operating Cycle	7.5	18.4

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
SOUTHWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$3,033,296	20.1 %	$4,203,968	13.5 %
Marketable securities and short-term investments	722,058	4.8	702,119	2.3
Receivables:				
Contract receivables currently due	6,114,397	40.5	8,740,846	28.1
Retainages on contracts	1,373,580	9.1	3,515,180	11.3
Unbilled work	74,325	0.5	1,016,422	3.3
Other receivables	233,628	1.5	1,744,788	5.6
Less allowance for doubtful accounts	(81,174)	0.5	(4,728)	0.0
Total receivables, net	7,714,726	51.1	15,012,517	48.3
Inventories	102,868	0.7	695,279	2.2
Costs and recognized earnings in excess of billings on uncompleted contracts	832,239	5.5	178,232	0.6
Investments in construction joint ventures	85,054	0.6	198,611	0.6
Other current assets	166,064	1.1	228,118	0.7
Total current assets	12,656,105	83.8	21,214,844	68.3
Property, plant and equipment	4,822,868	30.6	12,449,758	40.1
Less accumulated depreciation	(2,054,764)	18.9	(4,424,312)	14.2
Property, plant and equipment, net	1,768,124	11.7	8,025,446	25.8
Other assets	679,750	4.5	1,831,177	5.9
Intangible assets	5,769	0.0	2,926	0.0
Total assets	$15,109,748	100.0 %	$31,074,393	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$181,233	1.2 %	$182,942	0.6 %
Accounts payable				
Trade, including currently due subcontractors	4,863,394	32.2	8,274,954	26.2
Subcontractor retainages	1,240,412	8.2	1,718,673	5.5
Other	138,836	0.9	1,918,060	6.2
Total accounts payable	6,242,642	41.3	9,911,687	31.9
Accrued expenses	697,526	4.6	699,624	2.3
Billings in excess of costs and recognized earnings on uncompleted contracts	2,027,279	13.4	5,373,327	17.3
Income taxes				
Current	212,474	1.4	66,416	0.2
Deferred	53,220	0.4	54,798	0.2
Total income taxes	265,694	1.8	121,214	0.4
Other current liabilities	363,597	2.4	183,614	0.6
Total current liabilities	9,777,973	64.7	16,472,408	53.0
Long-term debt, excluding current portion	880,489	5.9	4,517,886	14.5
Deferred income taxes	65,601	0.4	1,002,443	3.2
Other	58,689	0.4	709,220	2.3
Minority interests	58,936	0.4	24,756	0.1
Total liabilities	10,930,686	71.8	22,726,713	73.1
Net worth				
Stock, par value	296,298	2.0	471,977	1.5
Additional paid-in capital	474,157	3.1	707,493	2.3
Retained earnings	3,882,000	25.7	7,227,186	23.3
Treasury stock	(365,395)	2.8	(58,976)	0.2
Total net worth	4,259,060	28.2	8,347,680	26.9
Total liabilities and net worth	$15,109,748	100.0 %	$31,074,393	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$55,269,317	99.5 %	$84,162,794	95.0 %
Other revenue	$252,787	0.5	$4,466,079	5.0
Total revenue	55,522,104	100.0	88,628,873	100.0
Contract cost	(51,442,429)	92.7	(80,563,239)	90.9
Other cost	(134,490)	0.2	(3,927,095)	4.4
Total cost	(51,576,919)	92.9	(84,490,334)	95.3
Gross Profit	3,945,185	7.1	4,138,539	4.7
Selling, general and administrative expenses	(2,899,779)	4.9	(5,983,170)	6.7
Interest income	210,531	0.4	961,328	1.1
Interest expense	(55,809)	0.1	588,774	0.7
Other income (expense), net	13,519	0.0	382,843	0.4
Net earnings (loss) before taxes	1,413,648	2.5	109,312	0.1
Income taxes	(532,199)	1.0	(36,368)	0.0
Net earnings (loss)	$881,450	1.6 %	$71,944	0.1 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	26
1990	19

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.3
Quick Ratio	1.2	1.2
Days of Cash	19.7	17.1
Work. Cap. Turnover	19.3	18.7
Profitability Ratios		
Return on Assets	5.8 %	0.2 %
Return on Equity	20.7 %	0.9 %
Times Interest Earned	26.3	0.8
Leverage Ratios		
Debt to Equity	2.5	2.7
Revenue to Equity	13.0	10.6
Asset Turnover	3.7	2.9
Fixed Asset Ratio	41.5 %	98.1 %
Equity to G & A Expenses	1.9	1.4
Underbillings to Equity	21.3 %	14.3 %
Average Backlog to Equity	9.9	8.9
Average Backlog to Working Capital	14.8	13.7
Average Months in Backlog	9.1	10.1
Efficiency Ratios		
Days in Accounts Receivable	40.6	42.6
Days in Inventory	0.7	3.0
Days in Accounts Payable	34.9	34.9
Operating Cycle	28.1	27.7

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
WEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$3,196,095	14.7 %	$3,449,863	15.1 %
Marketable securities and short-term investments	220,311	1.0	752,114	3.3
Receivables:				
Contract receivables currently due	10,023,166	46.3	8,640,920	37.7
Retainages on contracts	2,475,081	11.4	3,307,357	14.4
Unbilled work	125,508	0.6	455,235	2.0
Other receivables	1,483,147	6.8	884,604	3.9
Less allowance for doubtful accounts	(7,206)	0.0	(16,059)	0.1
Total receivables, net	14,099,696	65.1	13,272,057	57.9
Inventories	352,892	1.6	554,091	2.4
Costs and recognized earnings in excess of billings on uncompleted contracts	266,925	1.2	387,400	1.7
Investments in construction joint ventures	329,312	1.5	405,397	1.8
Other current assets	316,469	1.5	368,440	1.6
Total current assets	18,780,500	86.7	19,189,302	83.7
Property, plant and equipment	5,457,714	25.2	7,186,294	31.4
Less accumulated depreciation	(3,568,513)	16.5	(4,623,185)	20.2
Property, plant and equipment, net	1,889,201	8.7	2,563,109	11.2
Other assets	993,039	4.6	1,153,622	5.0
Intangible assets	6,227	0.0	16,060	0.1
Total assets	$21,668,967	100.0 %	$22,922,093	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$104,969	0.5 %	$151,512	0.7 %
Accounts payable				
Trade, including currently due subcontractors	7,151,885	33.0	7,577,630	33.1
Subcontractor retainages	2,401,286	11.1	2,561,968	11.2
Other	615,870	2.8	327,796	1.4
Total accounts payable	10,169,040	46.9	10,467,394	45.7
Accrued expenses	1,208,192	5.6	1,158,161	5.1
Billings in excess of costs and recognized earnings on uncompleted contracts	2,406,652	11.1	1,883,553	8.2
Income taxes				
Current	100,980	0.5	253,677	1.1
Deferred	100,196	0.5	495,383	2.2
Total income taxes	201,176	0.9	749,060	3.3
Other current liabilities	223,651	1.0	25,459	0.1
Total current liabilities	14,313,670	66.1	14,435,139	63.0
Long-term debt, excluding current portion	1,042,456	4.8	1,187,963	5.2
Deferred income taxes	262,720	1.2	587,447	2.6
Other	629,221	2.9	458,890	2.0
Minority interests	257,122	1.2	328,372	1.4
Total liabilities	16,505,189	76.2	16,997,811	74.2
Net worth				
Stock, par value	485,635	2.2	745,933	3.3
Additional paid-in capital	314,905	1.5	499,368	2.2
Retained earnings	4,468,932	20.6	4,956,843	21.6
Treasury stock	(105,694)	0.5	(277,863)	1.2
Total net worth	5,163,778	23.8	5,924,282	25.8
Total liabilities and net worth	$21,668,967	100.0 %	$22,922,093	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$71,274,322	98.1 %	$55,067,827	97.6 %
Other revenue	$1,403,916	1.9	$1,329,047	2.4
Total revenue	72,678,238	100.0	56,396,874	100.0
Contract cost	(67,274,480)	92.6	(51,417,579)	91.2
Other cost	(915,560)	1.3	(920,664)	1.6
Total cost	(68,190,040)	93.8	(52,338,243)	92.9
Gross Profit	4,488,198	6.2	4,058,631	7.2
Selling, general and administrative expenses	(3,613,083)	5.0	(3,286,386)	5.8
Interest income	417,231	0.6	295,042	0.5
Interest expense	(82,783)	0.1	(94,297)	0.2
Other income (expense), net	(122,119)	0.2	66,017	0.1
Net earnings (loss) before taxes	1,087,444	1.5	1,059,027	1.9
Income taxes	(385,120)	0.5	(372,507)	0.7
Net earnings (loss)	$702,324	1.0 %	$686,520	1.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	29
1990	30

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.3
Quick Ratio	1.2	1.2
Days of Cash	15.6	22.0
Work. Cap. Turnover	16.3	11.9
Profitability Ratios		
Return on Assets	3.2 %	3.0 %
Return on Equity	13.6 %	11.6 %
Times Interest Earned	14.1	12.2
Leverage Ratios		
Debt to Equity	3.2	2.9
Revenue to Equity	14.1	9.5
Asset Turnover	3.4	2.5
Fixed Asset Ratio	36.6 %	43.3 %
Equity to G & A Expenses	1.4	1.8
Underbillings to Equity	7.6 %	14.2 %
Average Backlog to Equity	12.5	9.4
Average Backlog to Working Capital	14.5	11.7
Average Months in Backlog	10.7	11.9
Efficiency Ratios		
Days in Accounts Receivable	57.0	60.7
Days in Inventory	1.9	3.8
Days in Accounts Payable	41.0	54.4
Operating Cycle	33.6	32.2

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
FARWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$3,118,432	13.7 %	$3,292,483	14.2 %
Marketable securities and short-term investments	922,662	4.1	693,032	3.0
Receivables:			—	
Contract receivables currently due	8,750,937	38.5	9,665,226	41.7
Retainages on contracts	2,989,760	13.2	2,723,647	11.7
Unbilled work	48,199	0.2	267,910	1.2
Other receivables	1,433,814	6.3	812,756	3.5
Less allowance for doubtful accounts	(79,024)	0.3	(25,532)	0.1
Total receivables, net	13,141,686	57.8	13,484,009	58.0
Inventories	189,161	0.8	160,061	0.7
Costs and recognized earnings in excess of billings on uncompleted contracts	1,041,732	4.6	913,068	3.9
Investments in construction joint ventures	463,624	2.0	116,479	0.5
Other current assets	263,345	1.2	604,210	2.6
Total current assets	19,140,662	84.2	19,243,342	82.9
Property, plant and equipment	3,894,224	17.1	3,417,146	14.7
Less accumulated depreciation	(1,882,298)	8.3	(1,589,108)	6.7
Property, plant and equipment, net	2,011,926	8.9	1,856,037	8.0
Other assets	1,554,489	6.8	1,881,574	8.1
Intangible assets	19,092	0.1	236,852	1.0
Total assets	$22,726,169	100.0 %	$23,219,805	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$295,954	1.3 %	$294,114	1.3 %
Accounts payable				
Trade, including currently due subcontractors	7,413,801	32.6	7,858,400	33.8
Subcontractor retainages	2,399,042	10.6	2,725,544	11.7
Other	443,710	2.0	358,166	1.5
Total accounts payable	10,256,553	45.1	10,942,110	47.1
Accrued expenses	1,749,247	7.7	1,289,309	5.6
Billings in excess of costs and recognized earnings on uncompleted contracts	2,873,903	12.6	2,630,319	11.3
Income taxes				
Current	106,468	0.5	92,771	0.4
Deferred	196,059	0.9	285,365	1.2
Total income taxes	302,525	1.3	378,136	1.6
Other current liabilities	94,183	0.4	304,133	1.3
Total current liabilities	15,572,365	68.5	15,838,121	68.2
Long-term debt, excluding current portion	501,639	2.2	479,225	2.1
Deferred income taxes	162,954	0.7	120,784	0.5
Other	1,112,018	4.9	1,578,129	6.8
Minority interests	135,779	0.6	124,507	0.5
Total liabilities	17,484,855	76.9	18,140,766	78.1
Net worth				
Stock, par value	548,503	2.4	648,966	2.8
Additional paid-in capital	862,584	3.8	838,192	3.6
Retained earnings	3,951,043	17.4	3,668,587	15.8
Treasury stock	(118,616)	0.5	(74,906)	0.3
Total net worth	5,241,514	23.1	5,078,839	21.9
Total liabilities and net worth	$22,726,169	100.0 %	$23,219,605	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$73,804,425	98.5 %	$73,301,888	99.1 %
Other revenue	$1,143,735	1.5	$660,132	0.9
Total revenue	74,948,160	100.0	73,962,020	100.0
Contract cost	(69,954,690)	93.3	(70,225,841)	94.9
Other cost	(812,719)	1.1	(426,556)	0.6
Total cost	(70,767,409)	94.4	(70,652,397)	95.5
Gross Profit	4,180,751	5.6	3,309,623	4.5
Selling, general and administrative expenses	(3,393,467)	4.5	(2,536,182)	3.4
Interest income	339,048	0.5	356,065	0.5
Interest expense	(183,751)	0.2	(97,223)	0.1
Other income (expense), net	455,896	0.6	(23,116)	0.0
Net earnings (loss) before taxes	1,398,477	1.9	1,007,167	1.4
Income taxes	(349,846)	0.5	(98,220)	0.1
Net earnings (loss)	$1,048,631	1.4 %	$908,947	1.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	66
1990	69

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.2	1.2
Quick Ratio	1.1	1.1
Days of Cash	15.0	16.0
Work. Cap. Turnover	21.0	21.7
Profitability Ratios		
Return on Assets	4.6 %	3.9 %
Return on Equity	20.0 %	17.9 %
Times Interest Earned	8.6	11.4
Leverage Ratios		
Debt to Equity	3.3	3.6
Revenue to Equity	14.3	14.6
Asset Turnover	3.3	3.2
Fixed Asset Ratio	38.4 %	38.6 %
Equity to G & A Expenses	1.5	2.0
Underbillings to Equity	20.8 %	23.3 %
Average Backlog to Equity	13.1	12.5
Average Backlog to Working Capital	19.3	18.7
Average Months in Backlog	11.0	10.3
Efficiency Ratios		
Days in Accounts Receivable	48.5	51.0
Days in Inventory	1.0	0.8
Days in Accounts Payable	40.0	41.9
Operating Cycle	24.5	25.9

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SELECTED SIZE FINANCIAL DATA

Industrial and Nonresidential Contractors

	Annual Volume					
	All Companies	Less than $10 Million	$10-25 Million	$25-50 Million	$50-100 Million	Over $100 Million
Number of Companies	292	58	87	63	40	44
Assets	$27,071	$1,954	$5,396	$12,316	$20,626	$126,746
Liabilities	20,577	1,337	3,579	8,171	15,378	99,746
Net Worth	6,493	617	1,817	4,145	5,248	27,000
% Net Worth to Assets	24.0	31.6	33.7	33.7	25.4	21.3
Revenues	85,809	6,289	17,289	34,251	69,733	409,127
Gross Profit	4,907	766	1,417	2,809	4,630	20,237
% Gross Profit	5.7	12.2	8.2	8.2	6.6	4.9
G&A Expenses	4,053	682	1,252	2,206	3,576	16,886
% to Revenue	4.7	10.8	7.2	6.4	5.1	4.1
Net Income	852	73	173	597	856	3,532
% Net Income	1.0	1.2	1.0	1.7	1.2	0.9
Current Ratio	1.3	1.4	1.4	1.4	1.3	1.2
Return on Assets (%)	3.1	3.7	3.2	4.8	4.1	2.8
Return on Equity (%)	13.1	11.8	9.5	14.4	16.3	13.1

Discussion and Analysis

The selected size financial data shows certain important trends in percentages and ratios. The net worth to assets percentage for the companies with an annual volume less than $10 million is 31.6%. This is significantly higher than the overall composite percentage (24%). Note, however, that the 31.6% net worth relates to less than $1.0 million compared to the $6.5 million overall composite net worth. While the trend of percentage net worth goes from 33.7% to 21.3% for companies with annual volumes of over $100 million, the composite net worth increases from $600 thousand to $27 million. The point to be made is that one should not consider only percentages but also give consideration to absolute values. The company with an equity lease of $27 million has much more "staying power" than a company with less than $1.0 million in equity.

Similar to the net worth trends noted above, are the gross profit and gross profit percentages. The smaller companies show a greater percentage of gross profit (12.2%) than the larger companies but the absolute amounts show an opposite trend ranging from $750 thousand to $20.2 million of gross profit.

G & A expenses follow the same general trend. This trend is due to contract revenue exceeding the fixed cost levels of G & A expenses. Net income percentages range from a low of 0.9% in the over $100 million category to 1.7% in the $25 - 50 million category. In comparison the $25 - 50 million category lead the Industrial and Nonresidential contractors with a 2.1% net income percentage in 1990. Current ratios range from 1.2 in the over $100 million categories to 1.4 in the $25 - 50 million, $10 - 25 million, and less than $10 million categories.

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
LESS THAN $10 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$301,886	15.4 %	$373,580	16.6 %
Marketable securities and short-term investments	101,095	5.2	143,654	6.4
Receivables:				
Contract receivables currently due	791,018	40.5	900,347	40.0
Retainages on contracts	159,214	8.1	192,438	8.6
Unbilled work	13,969	0.7	10,562	0.5
Other receivables	71,465	3.7	85,792	3.8
Less allowance for doubtful accounts	(5,331)	0.3	(6,783)	0.3
Total receivables, net	1,030,355	52.7	1,182,356	52.5
Inventories	28,801	1.5	9,306	0.4
Costs and recognized earnings in excess of billings on uncompleted contracts	140,047	7.2	73,644	3.3
Investments in construction joint ventures	65	0.0	19,669	0.9
Other current assets	56,539	2.9	25,265	1.1
Total current assets	1,658,590	84.9	1,827,494	81.2
Property, plant and equipment	455,564	23.3	302,088	13.4
Less accumulated depreciation	(284,164)	14.5	(159,749)	7.1
Property, plant and equipment, net	171,400	8.8	142,339	6.3
Other assets	115,992	5.9	62,437	2.8
Intangible assets	8,346	0.4	217,983	9.7
Total assets	$1,954,328	100.0 %	$2,250,253	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$69,056	3.5 %	$55,908	2.5 %
Accounts payable				
Trade, including currently due subcontractors	669,821	34.3	674,962	30.0
Subcontractor retainages	125,052	6.4	185,082	8.2
Other	48,867	2.5	31,832	1.4
Total accounts payable	843,740	43.2	891,876	39.6
Accrued expenses	74,487	3.8	68,933	3.1
Billings in excess of costs and recognized earnings on uncompleted contracts	133,492	6.8	196,249	8.7
Income taxes				
Current	9,854	0.5	9,152	0.4
Deferred	38,257	2.0	31,153	1.4
Total income taxes	48,111	2.5	40,305	1.8
Other current liabilities	25,055	1.3	18,175	0.7
Total current liabilities	1,193,921	61.1	1,269,446	56.4
Long-term debt, excluding current portion	101,262	5.2	79,076	3.5
Deferred income taxes	24,705	1.3	18,791	0.8
Other	10,861	0.6	7,693	0.3
Minority interests	6,329	0.3	218	0.0
Total liabilities	1,337,078	68.4	1,375,224	61.1
Net worth				
Stock, par value	58,924	3.0	135,365	6.0
Additional paid-in capital	42,455	2.2	146,115	6.5
Retained earnings	526,394	26.9	612,113	27.2
Treasury stock	(10,523)	0.5	(18,564)	0.8
Total net worth	617,250	31.6	875,029	38.9
Total liabilities and net worth	$1,954,328	100.0 %	$2,250,253	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$6,213,870	98.8 %	$5,347,671	99.3 %
Other revenue	$75,125	1.2	$37,510	0.7
Total revenue	6,288,995	100.0	5,385,181	100.0
Contract cost	(5,480,254)	87.1	(4,842,259)	89.2
Other cost	(42,926)	0.7	(96,875)	1.8
Total cost	(5,523,180)	87.8	(4,739,134)	88.0
Gross Profit	765,815	12.2	646,047	12.0
Selling, general and administrative expenses	(682,026)	10.8	(620,284)	11.5
Interest income	27,221	0.4	30,765	0.6
Interest expense	(18,765)	0.3	(19,670)	0.4
Other income (expense), net	6,835	0.1	21,082	0.4
Net earnings (loss) before taxes	99,080	1.6	57,940	1.1
Income taxes	(26,118)	0.4	(17,272)	0.3
Net earnings (loss)	$72,962	1.2 %	$40,668	0.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	58
1990	77

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.4
Quick Ratio	1.2	1.3
Days of Cash	17.3	25.0
Work. Cap. Turnover	13.5	9.7
Profitability Ratios		
Return on Assets	3.7 %	1.8 %
Return on Equity	11.8 %	4.6 %
Times Interest Earned	6.3	3.9
Leverage Ratios		
Debt to Equity	2.2	1.6
Revenue to Equity	10.2	6.2
Asset Turnover	3.2	2.4
Fixed Asset Ratio	27.8 %	16.3 %
Equity to G & A Expenses	0.9	1.4
Underbillings to Equity	25.0 %	9.6 %
Average Backlog to Equity	4.6	19.7
Average Backlog to Working Capital	6.0	31.0
Average Months in Backlog	5.4	38.5
Efficency Ratios		
Days in Accounts Receivable	49.1	65.5
Days in Inventory	1.9	0.7
Days in Accounts Payable	46.8	53.7
Operating Cycle	21.4	37.5

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
$10 - $25 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$1,079,310	20.0 %	$1,088,647	19.0 %
Marketable securities and short-term investments	345,875	6.4	254,798	4.5
Receivables:				
Contract receivables currently due	2,198,181	40.7	2,687,067	47.0
Retainages on contracts	497,037	9.2	317,403	5.5
Unbilled work	24,016	0.4	74,913	1.3
Other receivables	125,557	2.4	104,965	1.8
Less allowance for doubtful accounts	(7,255)	0.1	(8,403)	0.1
Total receivables, net	2,839,536	52.6	3,177,955	55.6
Inventories	26,390	0.5	11,390	0.2
Costs and recognized earnings in excess of billings on uncompleted contracts	181,709	3.4	260,824	4.6
Investments in construction joint ventures	14,961	0.3	17,008	0.3
Other current assets	90,119	1.7	194,134	3.4
Total current assets	4,576,900	84.8	5,006,392	87.5
Property, plant and equipment	1,221,318	22.6	1,001,193	17.5
Less accumulated depreciation	(671,384)	12.4	(584,028)	10.2
Property, plant and equipment, net	549,564	10.2	417,165	7.3
Other assets	262,360	4.9	295,347	5.2
Intangible assets	6,392	0.1	2,412	0.0
Total assets	$5,395,905	100.0 %	$5,720,436	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$80,218	1.5 %	$167,090	2.9 %
Accounts payable				
Trade, including currently due subcontractors	1,711,126	31.7	2,280,752	40.0
Subcontractor retainages	494,888	9.2	275,639	4.8
Other	96,834	1.1	50,960	0.9
Total accounts payable	2,282,848	41.9	2,612,357	45.7
Accrued expenses	223,801	4.1	209,724	3.7
Billings in excess of costs and recognized earnings on uncompleted contracts	499,905	9.3	596,817	10.4
Income taxes				
Current	32,499	0.6	48,329	0.8
Deferred	17,986	0.3	71,497	1.2
Total income taxes	50,485	0.9	119,826	2.1
Other current liabilities	88,799	1.7	74,302	1.3
Total current liabilities	3,206,936	59.4	3,779,916	66.1
Long-term debt, excluding current portion	334,957	6.2	211,995	3.7
Deferred income taxes	11,957	0.2	74,255	1.3
Other	23,086	0.4	65,239	1.1
Minority interests	2,041	0.0	45,239	0.8
Total liabilities	3,578,988	66.3	4,176,642	73.0
Net worth				
Stock, par value	119,054	2.2	263,043	4.6
Additional paid-in capital	112,562	2.1	130,329	2.3
Retained earnings	1,682,942	31.2	1,348,709	21.8
Treasury stock	(97,641)	1.8	(106,137)	1.8
Total net worth	1,816,837	33.7	1,543,844	27.0
Total liabilities and net worth	$5,395,805	100.0 %	$5,720,486	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$17,234,155	98.7 %	$15,710,108	99.8 %
Other revenue	$55,264	0.3	$32,940	0.2
Total revenue	17,289,419	100.0	15,743,064	100.0
Contract cost	(15,664,863)	91.8	(14,385,104)	91.4
Other cost	(7,266)	0.0	(58,170)	0.4
Total cost	(15,672,127)	91.8	(14,443,384)	91.7
Gross Profit	1,417,292	8.2	1,299,730	8.3
Selling, general and administrative expenses	(1,251,624)	7.2	(1,071,295)	6.8
Interest income	100,322	0.6	81,014	0.5
Interest expense	(34,718)	0.2	(28,360)	0.2
Other income (expense), net	(8,636)	0.0	27,989	0.2
Net earnings (loss) before taxes	222,635	1.3	308,973	2.0
Income taxes	(49,945)	0.3	(48,589)	0.3
Net earnings (loss)	$172,689	1.0 %	$259,384	1.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	87
1990	75

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.3
Quick Ratio	1.3	1.2
Days of Cash	22.5	24.9
Work. Cap. Turnover	12.6	12.6
Profitability Ratios		
Return on Assets	3.2 %	4.5 %
Return on Equity	9.5 %	16.8 %
Times Interest Earned	7.4	11.9
Leverage Ratios		
Debt to Equity	2.0	2.7
Revenue to Equity	9.5	10.2
Asset Turnover	3.2	2.8
Fixed Asset Ratio	30.3 %	27.0 %
Equity to G & A Expenses	1.5	1.4
Underbillings to Equity	11.3 %	21.7 %
Average Backlog to Equity	5.6	6.2
Average Backlog to Working Capital	7.5	10.4
Average Months in Backlog	7.1	9.6
Efficiency Ratios		
Days in Accounts Receivable	48.3	63.7
Days in Inventory	0.8	0.3
Days in Accounts Payable	49.1	59.2
Operating Cycle	31.2	30.7

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
$25 - $50 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,489,262	20.2 %	$2,233,425	20.2 %
Marketable securities and short-term investments	350,227	2.8	897,805	8.3
Receivables:				
Contract receivables currently due	4,275,395	34.7	4,454,910	40.3
Retainages on contracts	1,186,186	9.6	1,250,304	11.3
Unbilled work	220,648	1.8	99,015	0.9
Other receivables	527,598	4.3	211,378	1.9
Less allowance for doubtful accounts	(5,302)	0.0	(17,406)	0.2
Total receivables, net	6,204,495	50.4	5,998,199	54.3
Inventories	114,355	0.9	66,480	0.6
Costs and recognized earnings in excess of billings on uncompleted contracts	440,381	3.6	451,714	4.1
Investments in construction joint ventures	47,182	0.4	35,239	0.3
Other current assets	166,826	1.4	174,211	1.6
Total current assets	9,912,708	79.7	9,657,057	87.4
Property, plant and equipment	2,288,204	18.6	2,157,790	19.5
Less accumulated depreciation	(1,332,893)	10.8	(1,232,543)	11.2
Property, plant and equipment, net	955,311	7.8	925,247	8.4
Other assets	1,524,402	12.4	425,767	3.9
Intangible assets	23,713	0.2	41,575	0.4
Total assets	$12,316,134	100.0 %	$11,049,646	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$243,348	2.0 %	$181,989	1.6 %
Accounts payable				
Trade, including currently due subcontractors	3,817,140	31.0	3,523,211	31.9
Subcontractor retainages	1,182,163	9.6	1,020,917	9.2
Other	105,100	0.9	158,093	1.4
Total accounts payable	5,104,403	41.4	4,702,221	42.6
Accrued expenses	408,851	3.3	420,995	3.8
Billings in excess of costs and recognized earnings on uncompleted contracts	1,178,299	9.6	1,204,831	10.9
Income taxes				
Current	85,216	0.7	98,639	0.9
Deferred	33,201	0.3	46,702	0.4
Total income taxes	118,417	1.0	145,341	1.3
Other current liabilities	67,336	0.5	126,946	1.1
Total current liabilities	7,118,452	57.8	6,782,303	61.4
Long-term debt, excluding current portion	864,892	7.0	604,516	5.5
Deferred income taxes	61,832	0.5	19,650	0.2
Other	117,175	1.0	35,201	0.3
Minority interests	8,856	0.1	7,083	0.1
Total liabilities	8,171,007	66.3	7,448,753	67.4
Net worth				
Stock, par value	155,064	1.3	397,897	3.6
Additional paid-in capital	195,374	1.6	640,346	5.8
Retained earnings	4,349,535	32.9	2,606,789	23.6
Treasury stock	(254,946)	2.1	(44,139)	0.4
Total net worth	4,145,127	33.7	3,600,893	32.6
Total liabilities and net worth	$12,316,134	100.0 %	$11,049,646	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$34,184,827	99.8 %	$34,327,944	99.5 %
Other revenue	$65,744	0.2	$159,599	0.5
Total revenue	34,250,571	100.0	34,487,543	100.0
Contract cost	(31,398,248)	91.6	(31,902,398)	92.5
Other cost	(53,805)	0.2	(214,641)	0.6
Total cost	(31,442,053)	91.8	(32,117,039)	93.1
Gross Profit	2,808,518	8.2	2,370,504	6.9
Selling, general and administrative expenses	(2,205,775)	6.4	(1,650,062)	4.8
Interest income	224,489	0.7	133,152	0.4
Interest expense	(92,013)	0.3	(52,548)	0.2
Other income (expense), net	45,032	0.1	48,815	0.1
Net earnings (loss) before taxes	780,251	2.3	847,861	2.5
Income taxes	(183,196)	0.5	(125,452)	0.4
Net earnings (loss)	$597,055	1.7 %	$722,409	2.1 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	63
1990	63

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.4
Quick Ratio	1.3	1.3
Days of Cash	26.2	23.3
Work. Cap. Turnover	12.7	12.0
Profitability Ratios		
Return on Assets	4.8 %	6.5 %
Return on Equity	14.4 %	20.1 %
Times Interest Earned	9.5	17.1
Leverage Ratios		
Debt to Equity	2.0	2.1
Revenue to Equity	8.3	9.6
Asset Turnover	2.8	3.1
Fixed Asset Ratio	23.0 %	25.7 %
Equity to G & A Expenses	1.9	2.2
Underbillings to Equity	15.9 %	15.3 %
Average Backlog to Equity	4.8	7.0
Average Backlog to Working Capital	7.4	8.8
Average Months in Backlog	6.9	8.8
Efficiency Ratios		
Days in Accounts Receivable	50.4	48.5
Days in Inventory	1.3	0.7
Days in Accounts Payable	44.9	41.3
Operating Cycle	33.0	31.3

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
$50 - $100 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$3,219,055	15.6 %	$3,693,135	13.0 %
Marketable securities and short-term investments	1,149,679	5.6	2,123,781	7.4
Receivables:				
Contract receivables currently due	9,132,057	44.3	10,888,413	38.2
Retainages on contracts	2,218,029	10.8	3,665,151	12.9
Unbilled work	182,548	0.9	96,884	0.3
Other receivables	384,140	1.9	2,038,417	7.1
Less allowance for doubtful accounts	(95,329)	0.5	(88,069)	0.3
Total receivables, net	11,821,446	57.3	16,598,596	58.2
Inventories	122,762	0.6	92,082	0.3
Costs and recognized earnings in excess of billings on uncompleted contracts	521,761	2.5	709,615	2.5
Investments in construction joint ventures	55,377	0.3	168,766	0.6
Other current assets	283,558	1.4	384,052	1.3
Total current assets	17,173,638	83.3	23,771,029	83.4
Property, plant and equipment	6,125,485	29.7	3,496,131	12.3
Less accumulated depreciation	(3,601,712)	17.5	(1,847,500)	6.5
Property, plant and equipment, net	2,524,773	12.2	1,648,631	5.8
Other assets	908,043	4.4	3,076,021	10.8
Intangible assets	19,792	0.1	19,823	0.1
Total assets	$20,626,246	100.0 %	$28,515,504	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$332,602	1.6 %	$1,812,543	6.4 %
Accounts payable				
Trade, including currently due subcontractors	7,707,841	37.4	9,480,152	33.2
Subcontractor retainages	2,250,154	10.9	3,794,126	13.3
Other	86,350	0.4	323,350	1.1
Total accounts payable	10,044,145	48.7	13,597,628	47.7
Accrued expenses	966,916	4.6	911,527	3.2
Billings in excess of costs and recognized earnings on uncompleted contracts	1,661,609	8.0	2,984,092	10.5
Income taxes				
Current	70,796	0.3	192,299	0.7
Deferred	104,878	0.5	144,849	0.5
Total income taxes	175,674	0.9	337,148	1.2
Other current liabilities	104,360	0.5	189,901	0.7
Total current liabilities	13,295,736	64.5	19,831,929	69.5
Long-term debt, excluding current portion	1,661,035	9.0	1,562,561	5.5
Deferred income taxes	86,418	0.3	55,507	0.2
Other	153,232	0.7	98,863	0.3
Minority interests	1,851	0.0	15,228	0.1
Total liabilities	15,378,271	74.6	21,562,118	75.6
Net worth				
Stock, par value	613,628	3.0	239,990	0.8
Additional paid-in capital	615,267	3.0	680,396	2.4
Retained earnings	4,154,435	20.1	6,889,188	24.1
Treasury stock	(135,356)	0.7	(836,188)	2.9
Total net worth	5,247,975	25.4	6,953,386	24.4
Total liabilities and net worth	$20,626,246	100.0 %	$28,515,504	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$69,538,419	99.7 %	$59,638,397	97.8 %
Other revenue	$194,788	0.3	$1,351,600	2.2
Total revenue	69,733,207	100.0	60,989,997	100.0
Contract cost	(65,079,841)	93.3	(55,006,157)	90.2
Other cost	(23,675)	0.0	(108,239)	0.2
Total cost	(65,103,516)	93.4	(55,115,128)	90.4
Gross Profit	4,629,691	6.6	5,874,871	9.6
Selling, general and administrative expenses	(3,578,495)	5.1	(5,417,715)	8.9
Interest income	294,918	0.4	910,118	1.5
Interest expense	(129,488)	0.2	(282,762)	0.5
Other income (expense), net	(118,079)	0.2	11,841	0.0
Net earnings (loss) before taxes	1,100,547	1.6	1,096,153	1.8
Income taxes	(244,833)	0.4	(312,161)	0.5
Net earnings (loss)	$855,714	1.2 %	$783,992	1.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	40
1990	29

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.2
Quick Ratio	1.2	1.1
Days of Cash	18.6	21.8
Work. Cap. Turnover	18.0	15.5
Profitability Ratios		
Return on Assets	4.1 %	2.7 %
Return on Equity	16.3 %	11.3 %
Times Interest Earned	9.5	4.9
Leverage Ratios		
Debt to Equity	2.9	3.1
Revenue to Equity	13.3	8.8
Asset Turnover	3.4	2.1
Fixed Asset Ratio	49.1 %	23.7 %
Equity to G & A Expenses	1.5	1.3
Underbillings to Equity	13.4 %	11.9 %
Average Backlog to Equity	8.3	9.1
Average Backlog to Working Capital	1.3	16.1
Average Months in Backlog	7.5	12.5
Efficiency Ratios		
Days in Accounts Receivable	48.6	75.8
Days in Inventory	0.7	0.8
Days in Accounts Payable	43.1	64.0
Operating Cycle	22.9	34.1

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INDUSTRIAL AND NONRESIDENTIAL CONTRACTORS
OVER $100 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$13,382,155	10.5 %	$16,343,551	10.2 %
Marketable securities and short-term investments	4,694,484	3.7	3,838,723	2.4
Receivables:				
Contract receivables currently due	44,444,698	35.1	45,267,158	28.4
Retainages on contracts	14,951,134	11.8	19,344,476	12.1
Unbilled work	2,719,466	2.1	4,983,204	3.1
Other receivables	6,734,190	5.3	3,158,669	2.0
Less allowance for doubtful accounts	(233,411)	0.2	(66,967)	0.1
Total receivables, net	68,615,096	54.1	72,437,599	45.5
Inventories	3,151,301	2.5	3,345,619	2.1
Costs and recognized earnings in excess of billings on uncompleted contracts	4,863,028	3.9	11,517,169	7.2
Investments in construction joint ventures	1,416,821	1.1	2,048,809	1.3
Other current assets	5,137,821	4.1	7,172,338	4.5
Total current assets	101,240,506	79.9	116,603,597	73.2
Property, plant and equipment	23,808,580	18.9	43,576,584	27.4
Less accumulated depreciation	(12,349,431)	9.7	(14,759,749)	9.3
Property, plant and equipment, net	11,457,149	9.0	28,816,835	18.1
Other assets	12,472,574	9.8	13,822,089	8.7
Intangible assets	1,575,963	1.2	45,224	0.0
Total assets	$126,746,192	100.0 %	$159,287,755	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$2,440,098	1.9 %	$1,932,758	1.0 %
Accounts payable				
Trade, including currently due subcontractors	36,627,388	28.9	40,728,093	25.6
Subcontractor retainages	13,673,918	10.8	16,110,929	10.1
Other	4,450,230	3.5	5,040,663	3.2
Total accounts payable	54,751,532	43.2	61,877,566	38.8
Accrued expenses	10,300,079	8.1	10,966,455	6.9
Billings in excess of costs and recognized earnings on uncompleted contracts	12,740,961	10.1	15,117,345	9.5
Income taxes				
Current	638,121	0.5	913,123	0.6
Deferred	531,560	0.4	730,164	0.5
Total income taxes	1,169,681	0.9	1,643,287	1.0
Other current liabilities	1,859,160	1.3	2,742,888	1.7
Total current liabilities	83,060,469	65.5	93,930,095	59.0
Long-term debt, excluding current portion	5,890,391	6.9	6,627,070	4.2
Deferred income taxes	2,746,353	2.2	4,064,158	2.6
Other	4,745,463	3.7	6,098,177	3.8
Minority interests	494,765	0.4	10,472,510	6.6
Total liabilities	96,746,361	76.7	121,202,010	76.1
Net worth				
Stock, par value	1,690,289	1.3	3,203,727	2.0
Additional paid-in capital	4,952,823	3.9	17,094,279	10.7
Retained earnings	21,334,361	16.8	19,409,277	12.2
Treasury stock	(937,842)	0.7	(1,821,538)	1.0
Total net worth	29,999,831	21.3	36,085,745	23.9
Total liabilities and net worth	$126,746,192	100.0 %	$159,287,755	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$395,506,375	96.7 %	$494,792,915	95.5 %
Other revenue	$13,626,211	3.3	$23,101,295	4.5
Total revenue	409,126,586	100.0	517,894,210	100.0
Contract cost	(378,256,068)	92.5	(472,900,475)	91.3
Other cost	(10,634,127)	2.6	(20,724,321)	4.0
Total cost	(388,889,195)	95.1	(493,624,796)	95.3
Gross Profit	20,237,390	4.9	24,269,414	4.7
Selling, general and administrative expenses	(16,695,888)	4.1	(18,489,632)	3.6
Interest income	1,164,777	0.3	2,956,036	0.6
Interest expense	(773,128)	0.2	(1,096,663)	0.2
Other income (expense), net	984,980	0.2	512,989	0.1
Net earnings (loss) before taxes	4,727,815	1.2	8,162,124	1.6
Income taxes	(1,195,391)	0.3	(3,329,744)	0.6
Net earnings (loss)	$3,532,424	0.9 %	$4,832,380	0.9 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	44
1990	47

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.2	1.2
Quick Ratio	1.0	1.0
Days of Cash	11.7	11.3
Work. Cap. Turnover	22.5	22.8
Profitability Ratios		
Return on Assets	2.8 %	3.0 %
Return on Equity	13.1 %	12.7 %
Times Interest Earned	7.1	8.5
Leverage Ratios		
Debt to Equity	3.7	3.2
Revenue to Equity	15.2	13.8
Asset Turnover	3.2	3.3
Fixed Asset Ratio	42.4 %	75.7 %
Equity to G & A Expenses	1.8	2.1
Underbillings to Equity	28.2 %	43.0 %
Average Backlog to Equity	15.5	20.9
Average Backlog to Working Capital	23.0	35.2
Average Months in Backlog	12.2	18.5
Efficiency Ratios		
Days in Accounts Receivable	44.8	33.6
Days in Inventory	2.9	2.4
Days in Accounts Payable	38.0	33.4
Operating Cycle	21.5	13.9

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HEAVY AND HIGHWAY CONTRACTORS

HEAVY AND HIGHWAY CONTRACTORS

Foreward

Of the 804 survey respondents, 145 or 18% represented Heavy and Highway contractors. The SIC codes represented by this group include 1611 highway and street construction; 1622 bridge, tunnel, and elevated highway; 1623 water, sewer, and utility lines, and 1629 heavy construction, other. This section of the survey includes charts, tables, and financial data relating to these 145 respondents.

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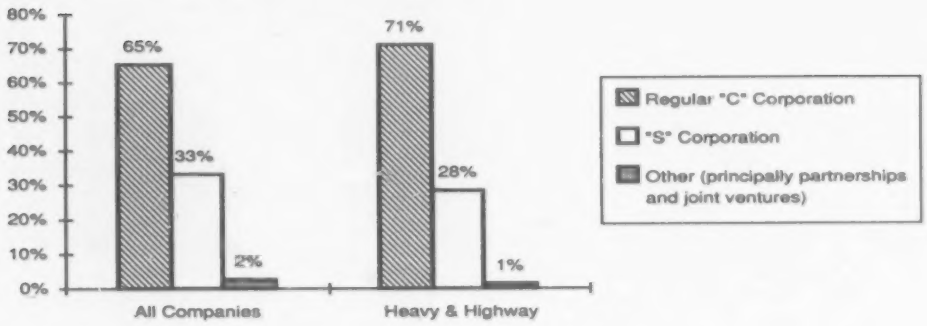
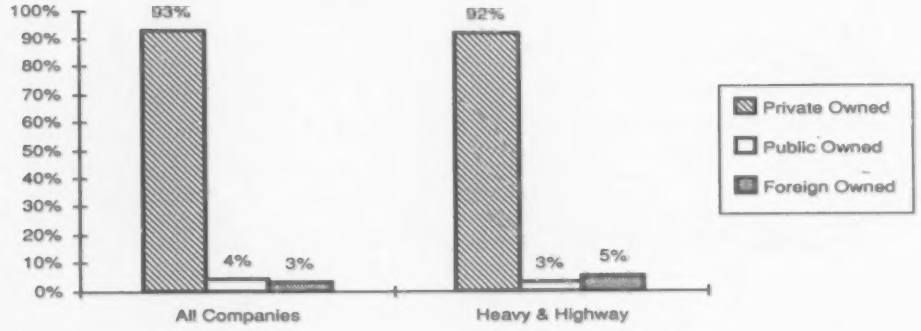
CORPORATE PROFILE

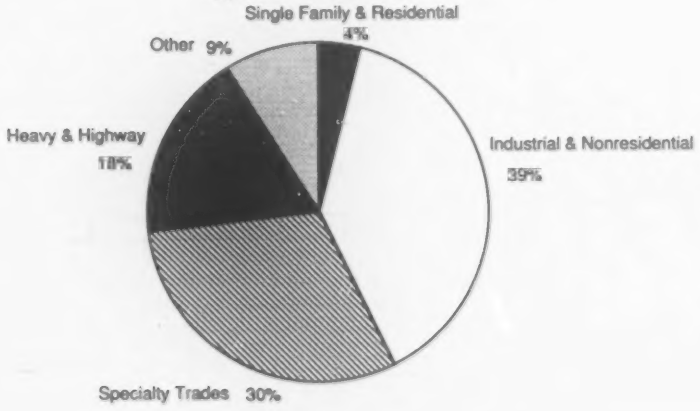
Legal Form of Business



Ownership of Business



Type of Contractor



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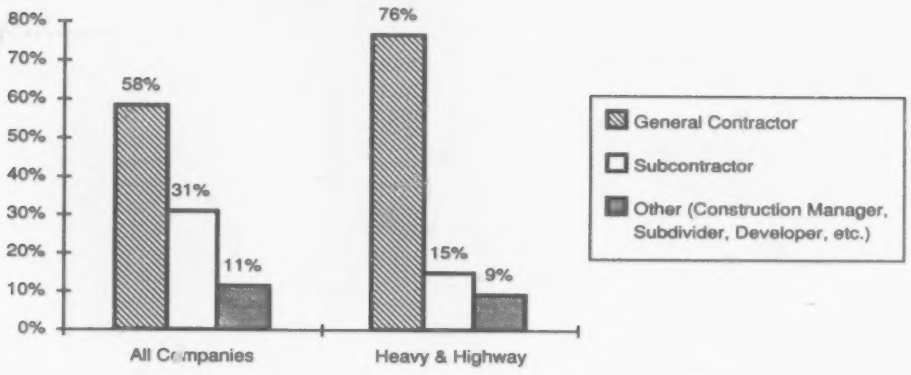
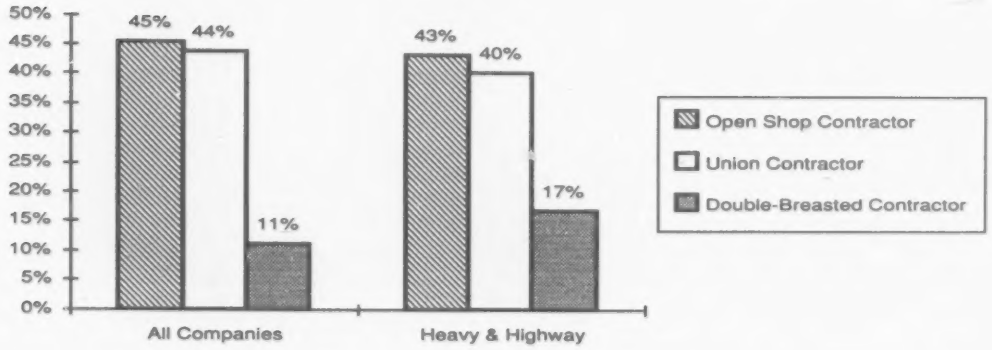
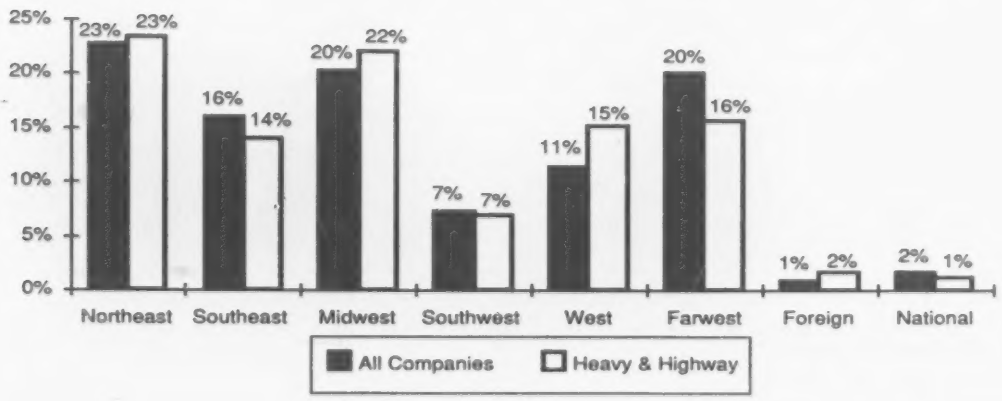
Role of Contractor



Union/Open Shop Contractors



Location of Work by Region



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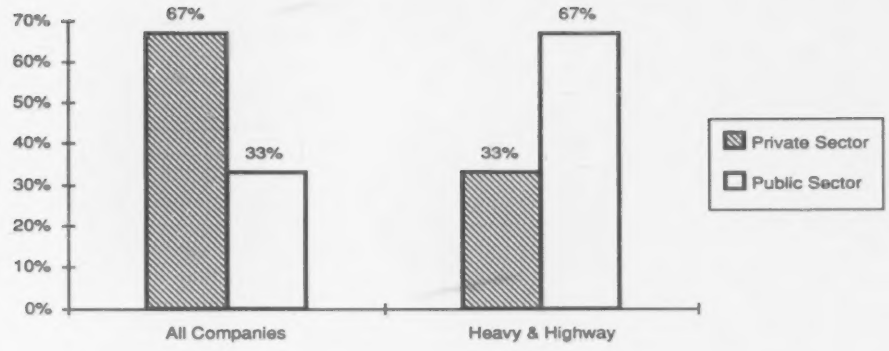
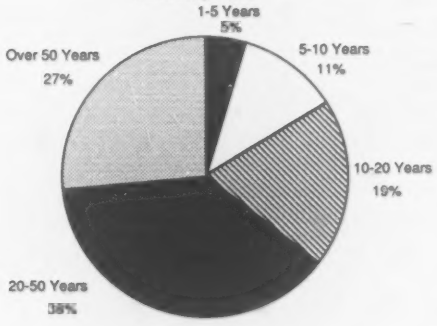
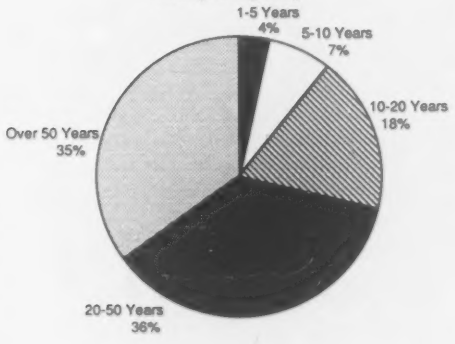
Source of Work



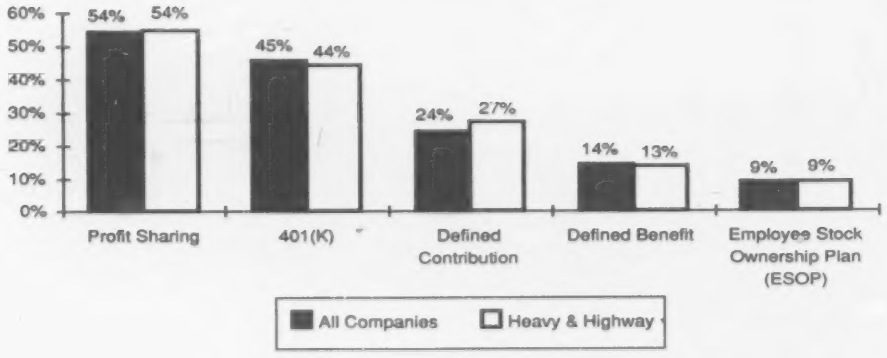
Longevity of Business
All Companies



Longevity of Business
Heavy & Highway



Employee Benefit Plans
(Salaried Employees)



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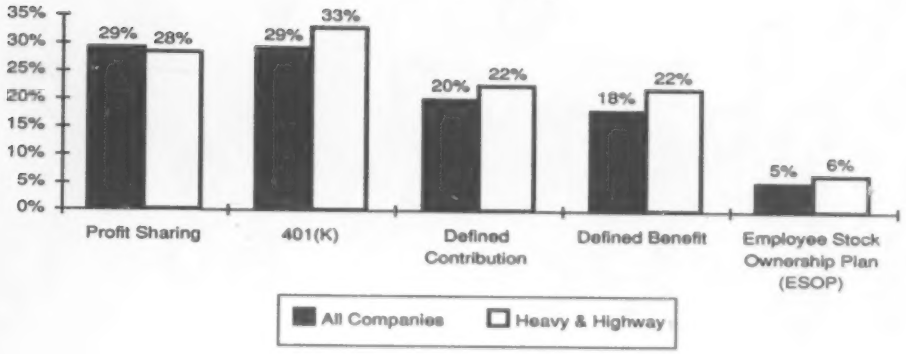
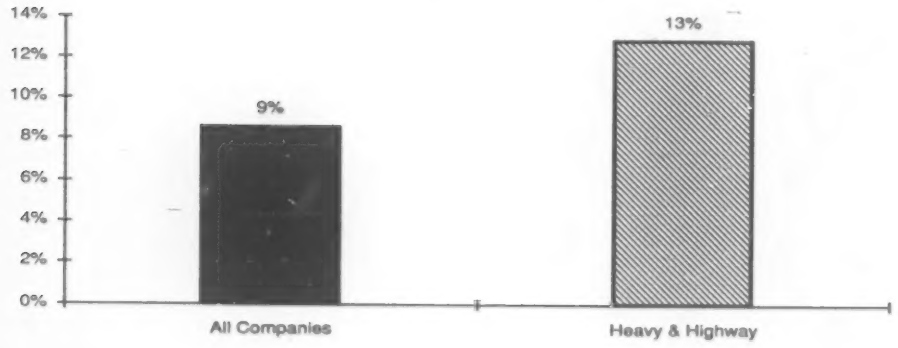
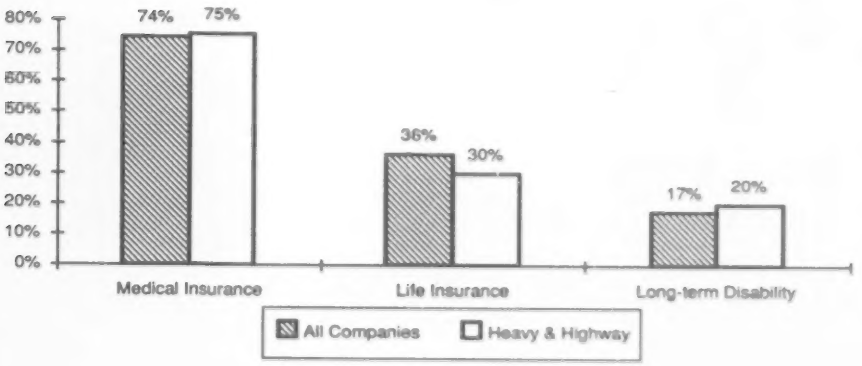
Employee Benefit Plans
(Hourly Employees)



Companies with Post-Retirement Benefits



Types of Post Retirement Benefits
(For Companies which provide Post-Retirement Benefits)



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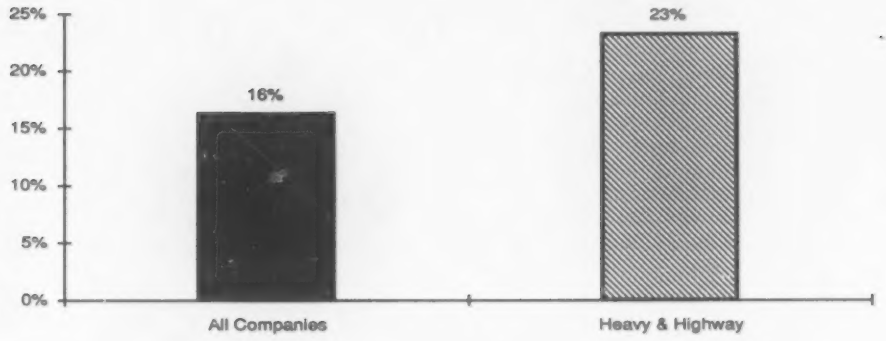
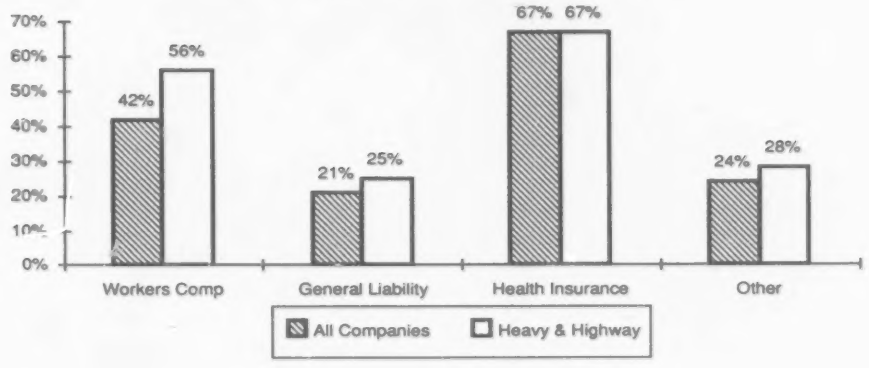
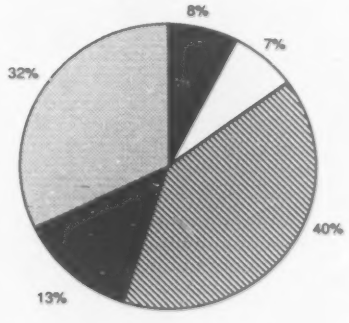
Companies which are Self-Insured

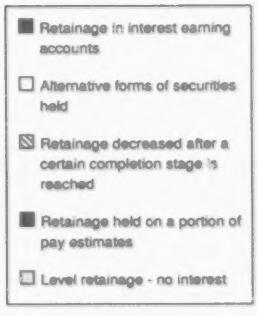


Areas of Self-Insurance
(For Companies which are Self-Insured)

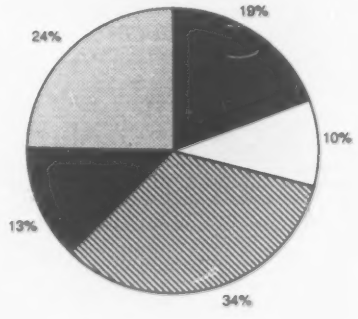


Types of Contract Retainage
All Companies




Retainage in interest earning accounts
Alternative forms of securities held
Retainage decreased after a certain completion stage is reached
Retainage held on a portion of pay estimates
Level retainage - no interest

Types of Contract Retainage
Heavy & Highway



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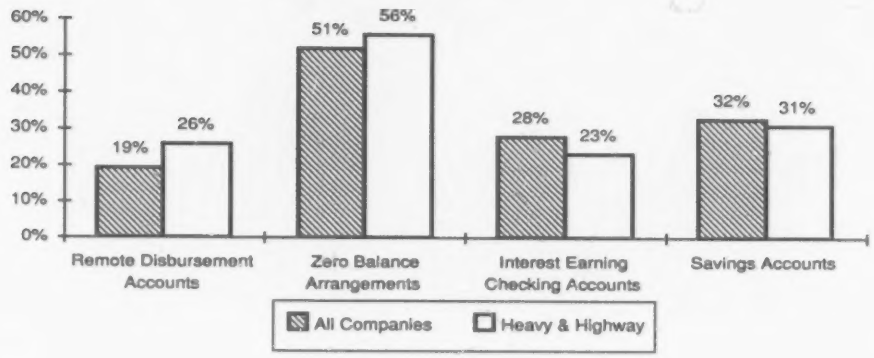
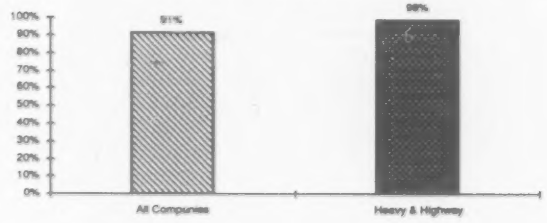
Cash Management



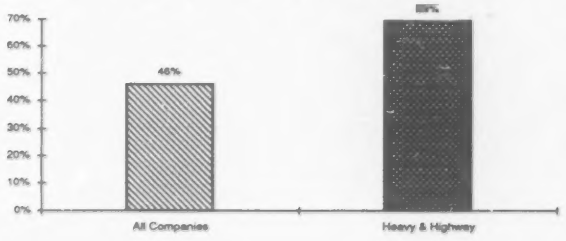
Bonuses

Applicable to:	Bonuses Determined by: Discretionary	Goal Attainment	Formula	Other
Corporate execs	68%	11%	21%	1%
Project Mgrs	67%	14%	18%	1%
Project Supers	69%	13%	17%	1%
Estimators	74%	8%	17%	1%

Percentage of Companies that Perform Bonded Work



Percentage of Contract Revenue that is Bonded (For Companies that Perform Bonded Work)



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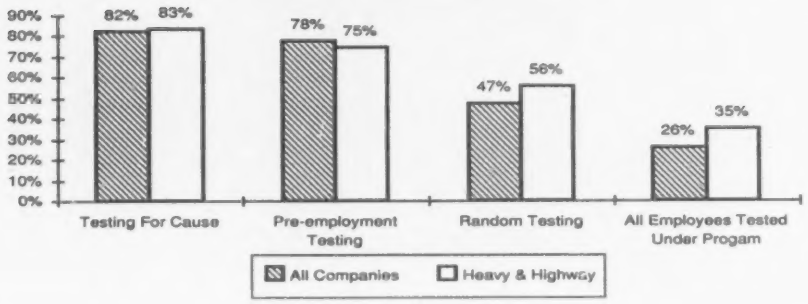
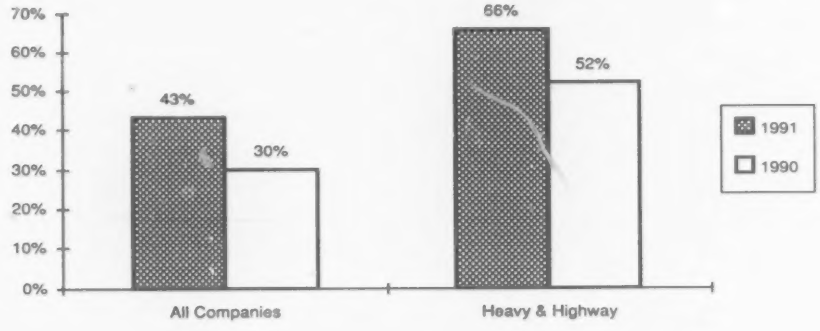
Methods of Substance Abuse Testing
(For Companies with Testing Programs)



Companies with Substance Abuse Testing Programs



Corporate Fiscal Year-End

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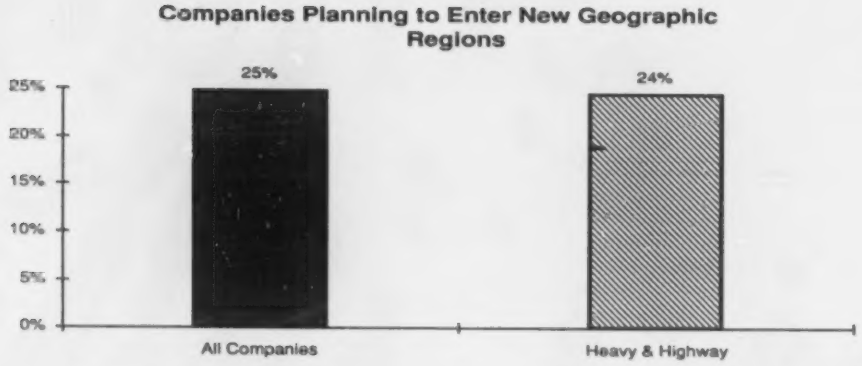
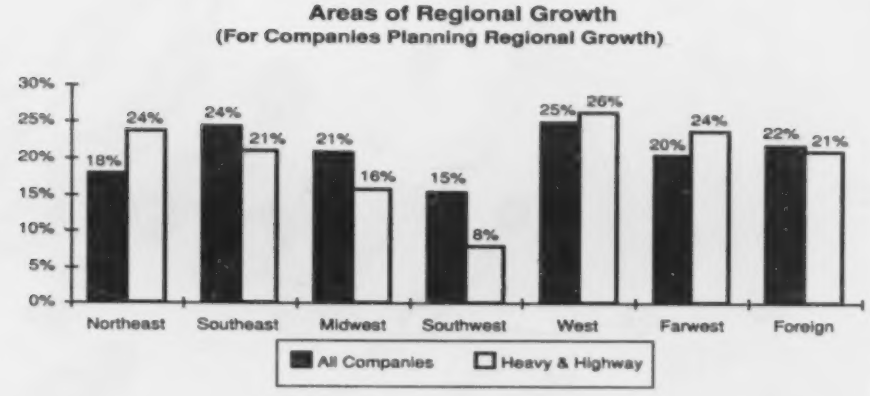
OPINIONS





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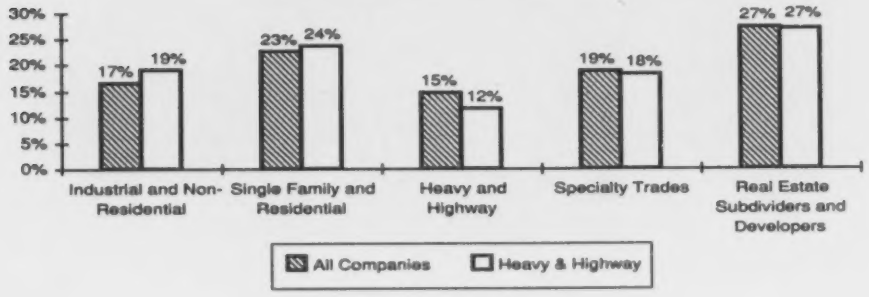
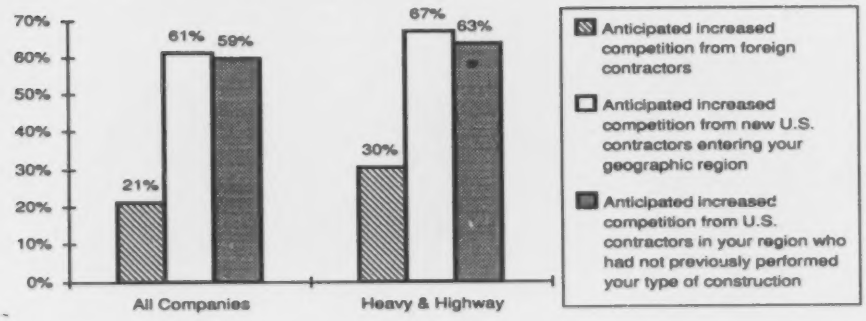
Percentage of Participants Estimating Future Growth in the Construction Markets



Anticipated Future Competition



Top Five Areas of Most Challenge in the Next Five Years

	Percent of Companies Selecting Area
Insurance (Workers comp, medical, life, etc.)	76%
Manpower Needs	37%
Other Federal Legislation	34%
Litigation	29%
Financing Costs	22%

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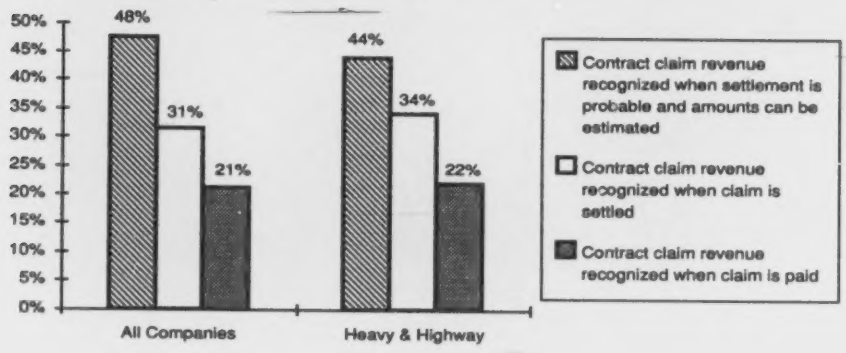
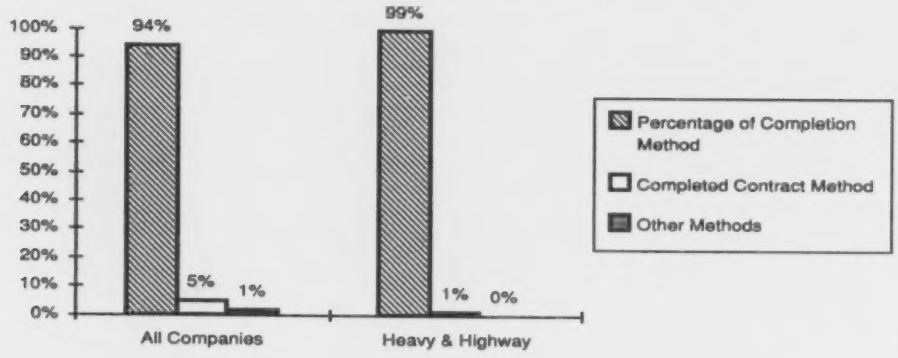
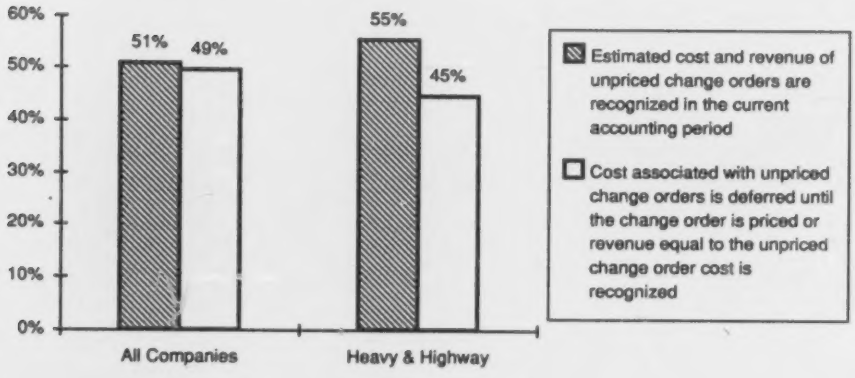
Contract Claim Revenue Recognition



Contract Revenue Recognition



Unpriced Change Order Cost



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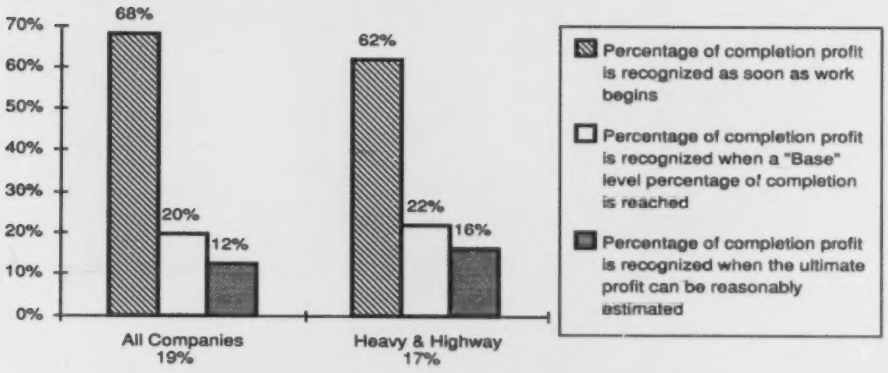
Profit Recognition Practices

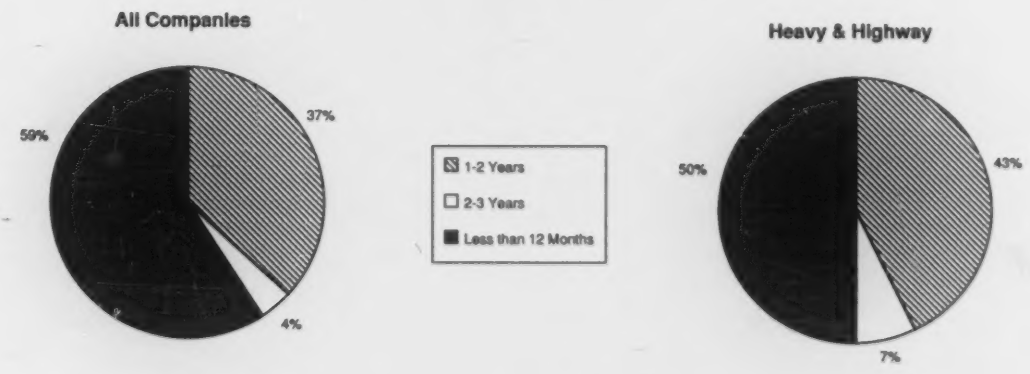


The percentages below the names represent the average "base" level of percentage completion at which contract profit recognition begins for those companies using such accounting policy.

Types of Contracts

Type of Contract	Percentage of Work Performed	
	All Companies	Heavy & Highway
Fixed Price	59%	44%
Cost Plus-Guaranteed Maximum	12%	1%
Cost Plus	7%	3%
Time and Materials	7%	7%
Construction Management	3%	1%
Unit Price	11%	40%
Others	1%	4%
Total	100%	100%

LENGTH OF CONTRACT



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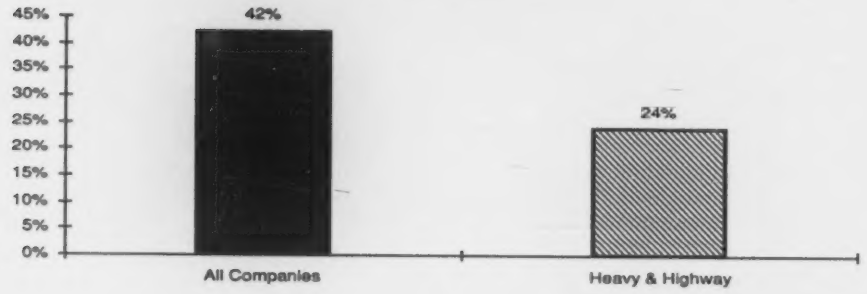
Percentage of Contract Cost Performed by Subcontractors



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SELECTED FINANCIAL DATA

Heavy and Highway Contractors

	All Companies	Heavy & Highway
Number of Companies	669	123
Assets	$21,018	$25,905
Liabilities	14,951	15,496
Net Worth	6,067	10,409
% Net Worth to Assets	28.9	40.2
Revenues	56,893	47,980
Gross Profit	4,800	5,882
% Gross Profit	8.4	12.3
G&A Expenses	3,750	3,873
% to Revenue	6.6	8.1
Net Income	760	1,366
% Net Income	1.3	2.8
Current Ratio	1.3	1.5
Return on Assets (%)	3.6	5.3
Return on Equity (%)	12.5	13.1

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The 123 Heavy and Highway companies represented in the survey that provided financial data compare favorably to the composite financial data of all companies. Net worth to assets (40.2%) is significantly greater than the overall percentage (28.9%). Similarly, gross profit percentage (12.3%) and net income percentage (2.8%) are higher than the comparable overall percentages (8.4% and 1.3%, respectively).

Heavy and Highway contractors generally have a significant investment in equipment. This is supported by the composite balance sheet for the Heavy and Highway group with over one third (34.6%) of total assets consisting of property, plant, and equipment. The composite fixed asset ratio for all 132 companies is 86%.

The debt to equity ratio (1.5) is in the "safe" range below 3.0 and is slightly up from 1990 (1.3). Return on equity increased 4.2% from 1990, resulting from total net worth decreasing 11% while net income increased 32%.

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HEAVY AND HIGHWAY CONTRACTORS
COMPOSITE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$3,049,339	11.8 %	$2,581,640	9.6 %
Marketable securities and short-term investments	704,275	2.7	1,368,527	5.1
Receivables:				
Contract receivables currently due	5,720,249	22.1	6,511,493	24.3
Retainages on contracts	1,501,358	5.8	1,533,837	5.7
Unbilled work	335,471	1.3	403,844	1.5
Other receivables	1,299,419	5.0	1,052,944	3.9
Less allowance for doubtful accounts	(93,078)	0.4	(61,335)	0.2
Total receivables, net	8,763,419	33.8	9,440,783	35.2
Inventories	981,337	3.7	1,420,292	5.3
Costs and recognized earnings in excess of billings on uncompleted contracts	885,813	3.5	1,138,443	4.2
Investments in construction joint ventures	114,683	0.4	224,047	0.8
Other current assets	553,673	2.1	562,848	2.1
Total current assets	15,042,539	58.1	16,716,580	62.3
Property, plant and equipment	20,307,103	78.4	18,937,313	70.6
Less accumulated depreciation	(11,352,935)	43.8	(10,668,089)	39.8
Property, plant and equipment, net	8,954,168	34.6	8,269,224	30.8
Other assets	1,679,142	6.5	1,632,022	6.1
Intangible assets	228,792	0.9	204,397	0.8
Total assets	$25,904,641	100.0 %	$26,822,223	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$1,080,845	4.1 %	$1,232,119	4.6 %
Accounts payable				
Trade, including currently due subcontractors	3,625,115	14.0	3,741,832	13.9
Subcontractor retainages	393,483	1.5	478,649	1.8
Other	275,304	1.1	250,363	0.9
Total accounts payable	4,293,912	16.6	4,470,844	16.7
Accrued expenses	1,663,318	6.4	1,498,733	5.6
Billings in excess of costs and recognized earnings on uncompleted contracts	2,243,483	8.7	1,651,658	6.2
Income taxes				
Current	250,176	1.0	132,552	0.5
Deferred	155,075	0.6	285,153	1.1
Total income taxes	405,253	1.6	417,705	1.6
Other current liabilities	333,462	1.3	433,404	1.6
Total current liabilities	10,000,273	38.6	9,704,263	36.2
Long-term debt, excluding current portion	4,207,079	16.2	4,185,187	15.6
Deferred income taxes	557,718	2.2	335,895	1.3
Other	694,449	2.7	861,536	3.2
Minority interests	36,112	0.1	55,507	0.2
Total liabilities	15,495,631	59.8	15,142,388	56.5
Net worth				
Stock, par value	437,985	1.7	893,812	3.3
Additional paid-in capital	1,325,584	5.1	1,386,138	5.2
Retained earnings	9,094,121	35.1	10,583,214	39.5
Treasury stock	(448,580)	1.7	(1,183,329)	4.4
Total net worth	10,409,010	40.2	11,679,835	43.5
Total liabilities and net worth	$25,904,641	100.0 %	$26,822,223	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$45,944,089	95.8 %	$45,994,625	96.0 %
Other revenue	$2,035,454	4.2	$1,904,664	4.0
Total revenue	47,979,523	100.0	47,899,289	100.0
Contract cost	(40,626,956)	84.7	(38,783,066)	81.0
Other cost	(1,470,892)	3.1	(1,841,845)	3.4
Total cost	(42,097,848)	87.7	(40,424,711)	84.4
Gross Profit	5,881,875	12.3	7,474,578	15.6
Selling, general and administrative expenses	(3,873,474)	8.1	(5,768,833)	12.0
Interest income	289,772	0.6	484,842	1.0
Interest expense	(530,174)	1.1	(836,496)	1.7
Other income (expense), net	177,573	0.4	415,133	0.9
Net earnings (loss) before taxes	1,945,572	4.1	1,769,224	3.7
Income taxes	(579,267)	1.2	(733,905)	1.5
Net earnings (loss)	$1,366,305	2.8 %	$1,035,319	2.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	123
1990	132

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.7
Quick Ratio	1.3	1.4
Days of Cash	22.9	19.3
Work. Cap. Turnover	9.5	6.8
Profitability Ratios		
Return on Assets	5.3 %	3.9 %
Return on Equity	13.1 %	8.9 %
Times Interest Earned	4.7	3.1
Leverage Ratios		
Debt to Equity	1.5	1.3
Revenue to Equity	4.6	4.1
Asset Turnover	1.9	1.8
Fixed Asset Ratio	86.0 %	70.8 %
Equity to G & A Expenses	2.7	2.0
Underbillings to Equity	11.8 %	13.2 %
Average Backlog to Equity	4.4	3.3
Average Backlog to Working Capital	9.0	5.5
Average Months in Backlog	11.3	9.7
Efficiency Ratios		
Days in Accounts Receivable	52.0	56.4
Days in Inventory	8.2	12.6
Days in Accounts Payable	33.4	35.6
Operating Cycle	49.7	52.7

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SELECTED REGIONAL FINANCIAL DATA

Heavy and Highway Contractors

	All Companies	Regions					
		NE	SE	MW	SW	W	FW
Number of Companies	123	34	22	31	8	18	21
Assets	$25,905	$29,437	$26,619	$23,341	$61,806	$24,962	$15,352
Liabilities	15,496	16,268	16,429	15,086	42,427	14,690	8,771
Net Worth	10,409	13,169	10,190	8,255	19,379	10,272	6,581
% Net Worth to Assets	40.2	44.7	38.3	35.4	31.4	41.2	42.9
Revenues	47,980	61,660	48,790	46,778	73,235	41,914	38,014
Gross Profit	5,882	7,195	6,086	5,287	11,322	5,242	4,355
% Gross Profit	12.3	11.7	12.5	11.3	15.5	12.5	11.5
G&A Expenses	3,873	5,663	4,153	3,220	4,694	2,847	3,082
% to Revenue	8.1	9.2	8.5	6.9	6.4	6.8	8.1
Net Income	1,366	817	1,594	1,342	5,054	1,296	1,207
% Net Income	2.8	1.3	3.3	2.9	6.9	3.1	3.2
Current Ratio	1.5	1.6	1.4	1.4	1.3	1.5	1.5
Return on Assets (%)	5.3	2.8	6.0	5.7	8.2	5.2	7.9
Return on Equity (%)	13.1	6.2	15.6	16.3	26.1	12.6	18.3

Note: All $ amounts are in thousands

Discussion and Analysis

The number of Heavy and Highway contractors participating in the survey are evenly dispersed among four of the six regions. The Southwest (8) and the West (18) have the smallest number of companies.

The net worth to assets percentage ranges from 31.4% in the Southwest to 44.7% in the Northeast. Net income percentage is highest in the Southwest (6.9%) and lowest in the Northeast (1.3%). Gross profit percentage is lowest in the Midwest (11.3%) and highest in the Southwest (15.5%). For the majority of regions, the gross profit percentage has decreased since 1990. Comparably, for the majority of regions G & A expense percentage has decreased since 1990. The lowest of the regions is the Southwest (6.4%) and the highest region is the Northeast (9.2%). Thus, the Southwest has the highest gross profit percentage (15.5%) and the lowest G & A expense percentage (6.4%), making its net income percentage twice that of the next highest region.

Focusing on the return on assets and return on equity percentages, the Heavy and Highway contractors in the Midwest region appear to be experiencing a downward turn in their economy from 1990 while the Northeast and West regions remain stable. In comparison, the Northeast experienced a considerable drop in their return on equity percentage from 23.4% in 1989 to 5.9% in 1990. This was the lowest return on equity percentage for all of the regions in 1990. Although the economy in the Northeast region has remained stable in 1991, their return on assets (2.8) and return on equity (6.2) fell well below the composite return on assets and equity, 5.3 and 13.1, respectively. The Southwest experienced the most significant growth with the return on assets increasing from 3.6% to 8.2% and the return on equity increasing from 7.9% to 26.1%.

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HEAVY AND HIGHWAY CONTRACTORS
NORTHEAST REGION

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$3,092,930	12.5 %	$2,311,542	7.9 %
Marketable securities and short-term investments	1,387,945	4.8	2,385,584	8.2
Receivables:				
Contract receivables currently due	7,403,070	25.1	8,100,913	27.8
Retainages on contracts	1,946,668	6.8	1,203,181	4.1
Unbilled work	542,348	1.8	921,175	3.2
Other receivables	1,705,031	5.8	814,506	2.8
Less allowance for doubtful accounts	(129,706)	0.4	(139,211)	0.5
Total receivables, net	11,467,411	39.0	10,900,566	37.4
Inventories	935,263	3.2	3,139,081	10.8
Costs and recognized earnings in excess of billings on uncompleted contracts	872,809	3.0	1,307,868	4.5
Investments in construction joint ventures	151,375	0.5	219,231	0.8
Other current assets	645,116	2.2	405,185	1.4
Total current assets	19,132,849	65.0	20,669,057	70.9
Property, plant and equipment	23,153,773	78.7	15,550,563	53.3
Less accumulated depreciation	(14,737,390)	50.1	(8,784,251)	30.1
Property, plant and equipment, net	8,416,383	28.6	6,766,312	23.2
Other assets	1,839,398	6.2	1,506,871	5.2
Intangible assets	47,945	0.2	218,857	0.7
Total assets	$29,436,575	100.0 %	$29,160,897	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$1,833,330	6.2 %	$1,254,769	4.3 %
Accounts payable				
Trade, including currently due subcontractors	3,997,495	13.6	3,802,323	13.0
Subcontractor retainages	663,508	2.3	398,514	1.4
Other	180,213	0.6	309,611	1.1
Total accounts payable	4,841,216	16.4	4,510,448	15.5
Accrued expenses	2,339,979	7.9	1,408,425	4.8
Billings in excess of costs and recognized earnings on uncompleted contracts	2,302,850	7.8	1,822,809	6.3
Income taxes				
Current	294,469	1.0	156,303	0.5
Deferred	130,185	0.4	214,109	0.7
Total income taxes	424,654	1.4	370,412	1.3
Other current liabilities	291,674	1.0	499,806	1.7
Total current liabilities	12,033,703	40.9	9,866,669	33.8
Long-term debt, excluding current portion	2,935,912	10.0	4,304,095	14.8
Deferred income taxes	728,358	2.5	488,340	1.7
Other	564,237	1.9	1,240,577	4.3
Minority interests	5,412	0.0	90,539	0.3
Total liabilities	16,267,622	55.3	15,991,220	54.8
Net worth				
Stock, par value	778,770	2.6	1,511,014	5.2
Additional paid-in capital	302,471	1.0	936,930	3.2
Retained earnings	12,943,367	44.0	11,412,726	39.1
Treasury stock	(855,655)	2.9	(690,993)	2.4
Total net worth	13,168,953	44.7	13,169,877	45.2
Total liabilities and net worth	$29,436,575	100.0 %	$29,160,897	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$60,558,749	98.2 %	$49,847,874	98.9 %
Other revenue	$1,101,043	1.8	$566,539	1.1
Total revenue	61,659,792	100.0	50,414,413	100.0
Contract cost	(53,529,282)	86.8	(39,433,622)	78.2
Other cost	(935,926)	1.5	(1,334,826)	2.6
Total cost	(54,465,208)	88.3	(40,768,448)	80.9
Gross Profit	7,194,584	11.7	9,645,965	19.1
Selling, general and administrative expenses	(5,662,509)	9.2	(7,760,317)	15.4
Interest income	429,777	0.7	590,472	1.2
Interest expense	(601,809)	1.0	(1,017,111)	2.0
Other income (expense), net	164,768	0.3	114,602	0.2
Net earnings (loss) before taxes	1,524,811	2.5	1,573,611	3.1
Income taxes	(707,535)	1.1	(790,034)	1.6
Net earnings (loss)	$817,276	1.3 %	$783,577	1.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	34
1990	35

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	2.1
Quick Ratio	1.4	1.8
Days of Cash	21.6	16.5
Work. Cap. Turnover	8.7	4.7
Profitability Ratios		
Return on Assets	2.8 %	2.7 %
Return on Equity	6.2 %	5.9 %
Times Interest Earned	3.5	2.5
Leverage Ratios		
Debt to Equity	1.2	1.2
Revenue to Equity	4.7	3.8
Asset Turnover	2.1	1.7
Fixed Asset Ratio	83.9 %	51.4 %
Equity to G & A Expenses	2.3	1.7
Underbillings to Equity	10.7 %	18.9 %
Average Backlog to Equity	3.2	3.8
Average Backlog to Working Capital	6.0	4.6
Average Months in Backlog	8.2	11.9
Efficiency Ratios		
Days in Accounts Receivable	52.4	62.7
Days in Inventory	6.2	27.7
Days in Accounts Payable	27.6	36.3
Operating Cycle	52.5	70.6

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HEAVY AND HIGHWAY CONTRACTORS
SOUTHEAST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,675,206	10.0 %	$1,478,033	8.2 %
Marketable securities and short-term investments	264,269	1.0	1,227,719	6.8
Receivables:				
Contract receivables currently due	6,381,956	24.0	4,960,236	27.5
Retainages on contracts	1,393,381	5.2	1,137,645	6.3
Unbilled work	6,003	0.0	128,150	0.7
Other receivables	1,454,719	5.5	330,684	1.8
Less allowance for doubtful accounts	(129,296)	0.5	(68,458)	0.4
Total receivables, net	9,106,763	34.2	6,488,257	35.9
Inventories	716,497	2.7	353,147	2.0
Costs and recognized earnings in excess of billings on uncompleted contracts	942,017	3.5	422,956	2.3
Investments in construction joint ventures	148,014	0.6	12,134	0.1
Other current assets	1,058,774	4.0	836,381	4.6
Total current assets	14,911,540	56.0	10,818,626	59.9
Property, plant and equipment	15,538,077	58.4	13,066,109	72.4
Less accumulated depreciation	(7,699,358)	28.9	(6,741,863)	37.3
Property, plant and equipment, net	7,838,719	29.4	6,324,246	35.0
Other assets	3,532,026	13.3	810,001	4.5
Intangible assets	337,020	1.3	104,492	0.6
Total assets	$26,619,305	100.0 %	$18,057,365	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$798,445	3.0 %	$1,676,331	9.3 %
Accounts payable				
Trade, including currently due subcontractors	3,896,691	14.6	2,251,796	12.5
Subcontractor retainages	217,419	0.8	256,813	1.4
Other	471,588	1.8	58,449	0.3
Total accounts payable	4,585,698	17.2	2,567,058	14.2
Accrued expenses	1,305,067	4.9	530,422	2.9
Billings in excess of costs and recognized earnings on uncompleted contracts	3,148,096	11.8	1,374,757	7.6
Income taxes				
Current	409,593	1.5	204,095	1.1
Deferred	198,252	0.7	46,787	0.3
Total income taxes	607,845	2.3	250,882	1.4
Other current liabilities	295,039	1.1	644,677	3.6
Total current liabilities	10,740,190	40.3	7,044,127	39.0
Long-term debt, excluding current portion	4,691,252	17.6	2,599,164	14.4
Deferred income taxes	623,427	2.3	489,460	2.7
Other	317,542	1.2	311,264	1.7
Minority interests	56,767	0.2	66,601	0.4
Total liabilities	16,429,178	61.7	10,510,616	58.2
Net worth				
Stock, par value	433,595	1.6	526,452	2.9
Additional paid-in capital	1,899,026	7.1	1,349,927	7.5
Retained earnings	7,970,977	29.9	5,905,634	32.7
Treasury stock	(113,471)	0.4	(235,264)	1.3
Total net worth	10,190,127	38.3	7,546,749	41.8
Total liabilities and net worth	$26,619,305	100.0 %	$18,057,365	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$46,986,315	96.3 %	$30,071,994	98.4 %
Other revenue	$1,803,944	3.7	$477,826	1.6
Total revenue	48,790,259	100.0	30,549,820	100.0
Contract cost	(42,026,588)	86.1	(27,246,102)	89.2
Other cost	(677,711)	1.4	(126,786)	0.4
Total cost	(42,704,299)	87.5	(27,372,888)	89.6
Gross Profit	6,085,960	12.5	3,176,932	10.4
Selling, general and administrative expenses	(4,153,210)	8.5	(2,026,931)	6.6
Interest income	398,665	0.8	90,831	0.3
Interest expense	(561,878)	1.2	(292,553)	1.0
Other income (expense), net	345,844	0.7	(34,211)	0.1
Net earnings (loss) before taxes	2,085,381	4.3	914,068	3.0
Income taxes	(491,037)	1.0	(233,145)	0.8
Net earnings (loss)	$1,594,344	3.3 %	$680,923	2.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	22
1990	25

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.5
Quick Ratio	1.1	1.3
Days of Cash	19.7	17.4
Work. Cap. Turnover	11.7	8.1
Profitability Ratios		
Return on Assets	6.0 %	3.8 %
Return on Equity	15.6 %	9.0 %
Times Interest Earned	4.8	4.1
Leverage Ratios		
Debt to Equity	1.6	1.4
Revenue to Equity	4.8	4.0
Asset Turnover	1.8	1.7
Fixed Asset Ratio	78.9 %	83.8 %
Equity to G & A Expenses	2.5	3.7
Underbillings to Equity	9.3 %	7.3 %
Average Backlog to Equity	3.3	3.0
Average Backlog to Working Capital	8.1	6.0
Average Months in Backlog	8.3	8.9
Efficiency Ratios		
Days in Accounts Receivable	58.9	61.5
Days in Inventory	6.0	4.8
Days in Accounts Payable	36.8	30.4
Operating Cycle	45.8	53.2

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HEAVY AND HIGHWAY CONTRACTORS
MIDWEST REGION

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$3,009,375	12.9 %	$2,212,203	13.1 %
Marketable securities and short-term investments	838,226	3.6	1,295,447	7.8
Receivables:				
Contract receivables currently due	5,369,548	23.1	3,618,204	21.3
Retainages on contracts	1,163,829	5.0	1,130,060	6.7
Unbilled work	65,370	0.3	226,785	1.3
Other receivables	771,941	3.3	252,235	1.5
Less allowance for doubtful accounts	(24,082)	0.1	(26,237)	0.2
Total receivables, net	7,369,596	31.6	5,201,047	30.7
Inventories	956,943	4.1	807,920	4.8
Costs and recognized earnings in excess of billings on uncompleted contracts	1,332,452	5.7	1,608,338	9.5
Investments in construction joint ventures	0	0.0	17,871	0.1
Other current assets	743,016	3.2	271,882	1.6
Total current assets	14,248,602	61.0	11,414,708	67.4
Property, plant and equipment	14,005,933	60.0	12,846,351	75.8
Less accumulated depreciation	(7,433,040)	31.8	(7,955,969)	46.9
Property, plant and equipment, net	6,572,893	28.2	4,890,382	28.9
Other assets	2,475,875	10.6	595,301	3.5
Intangible assets	45,223	0.2	47,006	0.3
Total assets	$23,340,593	100.0 %	$16,947,397	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$541,969	2.3 %	$288,850	1.7 %
Accounts payable				
Trade, including currently due subcontractors	3,824,052	16.4	2,470,364	14.6
Subcontractor retainages	352,655	1.5	215,181	1.3
Other	146,713	0.6	276,889	1.6
Total accounts payable	4,323,420	18.5	2,962,434	17.5
Accrued expenses	1,264,739	5.4	809,420	4.8
Billings in excess of costs and recognized earnings on uncompleted contracts	2,765,979	11.9	704,328	4.2
Income taxes				
Current	431,860	1.8	91,760	0.5
Deferred	183,683	0.8	105,635	0.6
Total income taxes	615,543	2.6	197,415	1.2
Other current liabilities	388,379	1.6	240,306	1.4
Total current liabilities	9,880,029	42.3	5,202,553	30.7
Long-term debt, excluding current portion	4,479,827	19.2	2,570,857	15.2
Deferred income taxes	288,735	1.2	198,220	1.2
Other	389,614	1.7	151,444	0.9
Minority interests	47,509	0.2	0	0.0
Total liabilities	15,085,714	64.6	8,123,074	47.9
Net worth				
Stock, par value	225,035	1.0	587,741	3.5
Additional paid-in capital	886,101	3.7	245,832	1.5
Retained earnings	7,742,193	33.2	9,014,840	53.2
Treasury stock	(578,450)	2.5	(1,024,090)	6.0
Total net worth	8,254,879	35.4	8,824,323	52.1
Total liabilities and net worth	$23,340,593	100.0 %	$16,947,397	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$45,036,730	96.3 %	$36,861,751	96.4 %
Other revenue	$1,741,328	3.7	$1,379,785	3.6
Total revenue	46,778,058	100.0	38,241,536	100.0
Contract cost	(40,008,921)	85.5	(29,836,271)	78.0
Other cost	(1,484,132)	3.2	(159,393)	0.4
Total cost	(41,491,053)	88.7	(29,995,664)	78.4
Gross Profit	5,287,005	11.3	8,245,872	21.6
Selling, general and administrative expenses	(3,219,586)	6.9	(6,594,140)	17.2
Interest income	341,877	0.7	630,822	1.6
Interest expense	(388,705)	0.8	(787,095)	2.1
Other income (expense), net	115,368	0.2	534,236	1.4
Net earnings (loss) before taxes	2,135,979	4.6	2,029,695	5.3
Income taxes	(794,325)	1.7	(670,135)	1.8
Net earnings (loss)	$1,341,654	2.9 %	$1,359,560	3.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	31
1990	27

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	2.2
Quick Ratio	1.1	1.7
Days of Cash	23.2	20.8
Work. Cap. Turnover	10.7	6.2
Profitability Ratios		
Return on Assets	5.7 %	8.0 %
Return on Equity	16.3 %	15.4 %
Times Interest Earned	6.5	3.6
Leverage Ratios		
Debt to Equity	1.8	0.9
Revenue to Equity	5.7	4.3
Asset Turnover	2.0	2.3
Fixed Asset Ratio	79.6 %	55.4 %
Equity to G & A Expenses	2.6	1.3
Underbillings to Equity	18.9 %	20.8 %
Average Backlog to Equity	5.7	2.2
Average Backlog to Working Capital	10.9	3.1
Average Months in Backlog	12.2	8.1
Efficiency Ratios		
Days in Accounts Receivable	47.2	36.2
Days in Inventory	8.3	9.7
Days in Accounts Payable	34.5	33.0
Operating Cycle	44.2	33.7

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HEAVY AND HIGHWAY CONTRACTORS
SOUTHWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$8,696,862	14.1 %	$6,089,849	15.4 %
Marketable securities and short-term investments	477,723	0.8	1,367,306	3.5
Receivables:				
Contract receivables currently due	14,280,449	23.1	6,452,082	16.4
Retainages on contracts	2,657,193	4.3	1,666,395	4.2
Unbilled work	2,126,265	3.4	0	0.0
Other receivables	2,853,642	4.3	507,451	1.3
Less allowance for doubtful accounts	(5,000)	0.0	(10,878)	0.0
Total receivables, net	21,712,549	35.1	8,615,050	21.9
Inventories	1,542,474	2.5	67,176	0.2
Costs and recognized earnings in excess of billings on uncompleted contracts	2,440,962	3.9	3,416,837	8.7
Investments in construction joint ventures	542,039	0.9	223,630	0.6
Other current assets	635,210	1.0	358,948	0.9
Total current assets	36,047,819	58.3	20,139,796	51.1
Property, plant and equipment	60,609,214	98.1	36,494,413	92.6
Less accumulated depreciation	(37,270,119)	60.3	(19,613,948)	49.8
Property, plant and equipment, net	23,339,095	37.8	16,880,465	42.8
Other assets	2,418,863	3.9	2,348,021	6.0
Intangible assets	0	0.0	55,478	0.1
Total assets	$61,805,777	100.0 %	$39,422,760	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$922,038	1.5 %	$832,326	2.1 %
Accounts payable				
Trade, including currently due subcontractors	10,579,296	17.1	4,696,853	11.9
Subcontractor retainages	124,000	0.2	623,716	1.6
Other	1,286,122	2.1	931,258	2.4
Total accounts payable	11,989,418	19.4	6,251,829	15.9
Accrued expenses	4,125,586	6.7	573,683	1.5
Billings in excess of costs and recognized earnings on uncompleted contracts	9,470,671	15.3	2,880,866	7.3
Income taxes				
Current	697,070	1.1	4,224	0.0
Deferred	4,929	0.0	1,174,526	3.0
Total income taxes	701,999	1.1	1,178,750	3.0
Other current liabilities	880,708	1.4	1,615,342	4.1
Total current liabilities	28,090,418	45.4	13,312,816	33.8
Long-term debt, excluding current portion	11,751,720	19.0	7,666,179	19.4
Deferred income taxes	1,832,852	3.0	306,873	0.8
Other	570,430	0.9	0	0.0
Minority interests	181,119	0.3	0	0.0
Total liabilities	42,426,539	68.6	21,285,868	54.0
Net worth				
Stock, par value	743,773	1.2	827,796	2.1
Additional paid-in capital	1,386,265	2.2	885,128	2.2
Retained earnings	17,377,936	28.1	29,133,073	73.9
Treasury stock	(130,736)	0.2	(12,709,105)	32.2
Total net worth	19,379,238	31.4	18,136,892	46.0
Total liabilities and net worth	$61,805,777	100.0 %	$39,422,760	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$70,813,904	96.7 %	$74,847,183	95.1 %
Other revenue	$2,421,117	3.3	$3,884,537	4.9
Total revenue	73,235,021	100.0	78,731,720	100.0
Contract cost	(61,913,272)	84.5	(69,579,801)	88.4
Other cost	0	0.0	(2,437,327)	3.1
Total cost	(61,913,272)	84.5	(72,017,128)	91.5
Gross Profit	11,321,749	15.5	6,714,592	8.5
Selling, general and administrative expenses	(4,893,687)	6.4	(4,969,268)	6.3
Interest income	270,155	0.4	376,755	0.5
Interest expense	(467,056)	0.6	(881,192)	1.1
Other income (expense), net	171,939	0.2	648,237	0.8
Net earnings (loss) before taxes	6,803,098	9.0	1,889,124	2.4
Income taxes	(1,548,697)	2.1	(436,547)	0.6
Net earnings (loss)	$5,054,401	6.9 %	$1,432,577	1.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	8
1990	6

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.5
Quick Ratio	1.1	1.2
Days of Cash	42.8	27.8
Work. Cap. Turnover	9.2	11.5
Profitability Ratios		
Return on Assets	8.2 %	3.6 %
Return on Equity	26.1 %	7.9 %
Times Interest Earned	15.1	3.1
Leverage Ratios		
Debt to Equity	2.2	1.2
Revenue to Equity	3.8	4.3
Asset Turnover	1.2	2.0
Fixed Asset Ratio	120.4 %	93.1 %
Equity to G & A Expenses	4.1	3.8
Underbillings to Equity	23.6 %	18.8 %
Average Backlog to Equity	10.6	4.7
Average Backlog to Working Capital	25.7	12.4
Average Months in Backlog	33.5	12.9
Efficiency Ratios		
Days in Accounts Receivable	83.2	31.8
Days in Inventory	9.0	0.3
Days in Accounts Payable	69.0	28.1
Operating Cycle	85.9	31.8

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HEAVY AND HIGHWAY CONTRACTORS
WEST REGION

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$2,010,069	8.1 %	$1,816,222	6.7 %
Marketable securities and short-term investments	328,100	1.3	307,729	1.1
Receivables:				
Contract receivables currently due	2,981,757	11.9	5,552,337	20.5
Retainages on contracts	904,862	3.6	1,671,873	6.2
Unbilled work	103,541	0.4	413,674	1.5
Other receivables	1,718,184	6.9	376,858	1.4
Less allowance for doubtful accounts	(106,303)	0.4	(138,812)	0.5
Total receivables, net	5,600,021	22.4	7,875,930	29.0
Inventories	1,454,906	5.8	1,596,491	5.9
Costs and recognized earnings in excess of billings on uncompleted contracts	227,912	0.9	645,074	2.4
Investments in construction joint ventures	219,722	0.9	22,152	0.1
Other current assets	408,737	1.6	601,507	2.2
Total current assets	10,249,467	41.1	12,865,105	47.4
Property, plant and equipment	21,609,205	86.6	23,514,029	86.7
Less accumulated depreciation	(8,797,026)	35.2	(11,249,548)	41.5
Property, plant and equipment, net	12,812,177	51.3	12,264,483	45.2
Other assets	1,150,356	4.6	1,292,602	4.8
Intangible assets	749,917	3.0	899,611	2.6
Total assets	$24,961,917	100.0 %	$27,121,801	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$1,046,052	4.2 %	$1,063,442	3.9 %
Accounts payable				
Trade, including currently due subcontractors	2,499,111	10.0	4,112,744	15.2
Subcontractor retainages	205,094	0.8	840,318	3.1
Other	161,582	0.6	112,748	0.4
Total accounts payable	2,865,787	11.5	5,065,810	18.7
Accrued expenses	847,785	3.4	1,903,795	7.0
Billings in excess of costs and recognized earnings on uncompleted contracts	1,210,474	4.8	1,057,852	3.9
Income taxes				
Current	75,541	0.3	143,229	0.5
Deferred	177,909	0.7	128,519	0.5
Total income taxes	253,450	1.0	271,748	1.0
Other current liabilities	703,725	2.8	129,455	0.5
Total current liabilities	6,927,273	27.8	9,492,102	35.0
Long-term debt, excluding current portion	4,865,460	19.5	5,205,427	19.2
Deferred income taxes	512,309	2.1	332,809	1.2
Other	2,352,161	9.4	1,672,209	6.2
Minority interests	32,400	0.1	40,892	0.2
Total liabilities	14,689,603	58.8	16,743,239	61.7
Net worth				
Stock, par value	191,455	0.8	137,996	0.5
Additional paid-in capital	4,214,133	16.9	4,223,861	15.6
Retained earnings	5,962,449	23.9	6,136,044	22.6
Treasury stock	(95,723)	0.4	(119,339)	0.4
Total net worth	10,272,314	41.2	10,378,562	38.3
Total liabilities and net worth	$24,961,917	100.0 %	$27,121,801	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$38,048,217	90.8 %	$48,944,018	88.9 %
Other revenue	$3,866,078	9.2	$6,110,437	11.1
Total revenue	41,914,295	100.0	55,054,455	100.0
Contract cost	(34,202,371)	81.6	(38,508,126)	69.9
Other cost	(2,469,790)	5.9	(5,056,122)	9.2
Total cost	(36,672,161)	87.5	(43,564,248)	79.1
Gross Profit	5,242,134	12.5	11,490,207	20.9
Selling, general and administrative expenses	(2,847,175)	6.8	(8,597,294)	15.6
Interest income	157,763	0.4	386,027	0.7
Interest expense	(853,814)	2.0	(1,923,939)	3.5
Other income (expense), net	186,915	0.4	1,173,273	2.1
Net earnings (loss) before taxes	1,885,823	4.5	2,528,274	4.6
Income taxes	(589,890)	1.4	(1,347,930)	2.4
Net earnings (loss)	$1,295,933	3.1 %	$1,180,344	2.1 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	18
1990	20

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.4
Quick Ratio	1.1	1.1
Days of Cash	17.3	11.9
Work. Cap. Turnover	12.8	16.3
Profitability Ratios		
Return on Assets	5.2 %	4.4 %
Return on Equity	12.6 %	11.4 %
Times Interest Earned	3.2	2.3
Leverage Ratios		
Debt to Equity	1.4	1.6
Revenue to Equity	4.1	5.3
Asset Turnover	1.7	2.0
Fixed Asset Ratio	124.7 %	118.2 %
Equity to G & A Expenses	3.6	1.2
Underbillings to Equity	3.2 %	10.2 %
Average Backlog to Equity	5.3	4.6
Average Backlog to Working Capital	16.5	14.3
Average Months in Backlog	15.7	10.5
Efficiency Ratios		
Days in Accounts Receivable	39.4	37.9
Days in Inventory	14.3	13.2
Days in Accounts Payable	26.1	34.9
Operating Cycle	44.9	28.0

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HEAVY AND HIGHWAY CONTRACTORS
FARWEST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$1,829,980	11.9 %	$4,466,335	12.5 %
Marketable securities and short-term investments	48,807	0.3	1,291,495	3.6
Receivables:				
Contract receivables currently due	4,081,565	26.6	9,734,762	27.3
Retainages on contracts	1,312,735	8.6	2,907,323	8.1
Unbilled work	99,965	0.7	212,756	0.6
Other receivables	1,346,082	8.8	837,792	2.3
Less allowance for doubtful accounts	(71,465)	0.5	(56,504)	0.2
Total receivables, net	6,768,882	44.1	13,636,129	38.2
Inventories	405,254	2.6	761,735	2.1
Costs and recognized earnings in excess of billings on uncompleted contracts	640,791	4.2	1,230,713	3.4
Investments in construction joint ventures	272,256	1.8	515,867	1.4
Other current assets	300,313	2.0	446,384	1.3
Total current assets	10,266,083	66.9	22,348,658	62.6
Property, plant and equipment	10,394,558	67.7	24,583,682	68.9
Less accumulated depreciation	(6,308,939)	41.1	(15,051,355)	42.2
Property, plant and equipment, net	4,085,619	26.6	9,532,327	26.7
Other assets	800,827	5.2	3,763,226	10.5
Intangible assets	199,640	1.3	30,794	0.1
Total assets	$15,352,169	100.0 %	$35,675,005	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$855,059	5.6 %	$1,910,769	5.4 %
Accounts payable				
Trade, including currently due subcontractors	2,532,351	16.5	6,217,917	17.4
Subcontractor retainages	441,757	2.9	1,300,453	3.6
Other	49,879	0.3	304,580	0.9
Total accounts payable	3,023,987	19.7	7,822,950	21.9
Accrued expenses	1,931,592	12.6	2,213,387	6.2
Billings in excess of costs and recognized earnings on uncompleted contracts	886,059	5.8	2,575,504	7.2
Income taxes				
Current	165,470	1.1	52,022	0.1
Deferred	66,519	0.4	679,959	1.9
Total income taxes	231,989	1.5	731,981	2.1
Other current liabilities	134,798	0.9	79,843	0.2
Total current liabilities	7,063,474	46.0	15,334,416	43.0
Long-term debt, excluding current portion	1,254,911	8.2	5,196,789	14.6
Deferred income taxes	31,499	0.2	258,352	0.7
Other	378,235	2.5	288,327	0.8
Minority interests	45,375	0.3	87,320	0.2
Total liabilities	8,771,494	57.1	21,165,204	59.3
Net worth				
Stock, par value	309,030	2.0	1,390,302	3.9
Additional paid-in capital	459,452	3.0	1,108,092	3.1
Retained earnings	5,966,091	38.9	13,059,088	36.6
Treasury stock	(153,898)	1.0	(1,047,681)	2.9
Total net worth	6,580,675	42.9	14,509,801	40.7
Total liabilities and net worth	$15,352,169	100.0 %	$35,675,005	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$35,862,102	94.3 %	$47,949,475	96.7 %
Other revenue	$2,151,827	5.7	$1,660,077	3.3
Total revenue	38,013,929	100.0	49,609,552	100.0
Contract cost	(31,224,545)	82.1	(42,299,203)	85.3
Other cost	(2,434,239)	6.4	(2,560,143)	5.2
Total cost	(33,658,784)	88.5	(44,859,346)	90.4
Gross Profit	4,355,145	11.5	4,750,206	9.6
Selling, general and administrative expenses	(3,082,089)	8.1	(2,574,054)	5.2
Interest income	255,554	0.7	379,037	0.8
Interest expense	(382,200)	1.0	(283,554)	0.6
Other income (expense), net	366,808	1.0	138,179	0.3
Net earnings (loss) before taxes	1,513,219	4.0	2,409,814	4.9
Income taxes	(306,413)	0.8	(345,246)	0.7
Net earnings (loss)	$1,206,806	3.2 %	$2,064,568	4.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	21
1990	22

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.5
Quick Ratio	1.2	1.3
Days of Cash	17.3	32.4
Work. Cap. Turnover	11.9	7.1
Profitability Ratios		
Return on Assets	7.9 %	5.8 %
Return on Equity	18.3 %	14.2 %
Times Interest Earned	5.0	9.5
Leverage Ratios		
Debt to Equity	1.3	1.5
Revenue to Equity	5.8	3.4
Asset Turnover	2.5	1.4
Fixed Asset Ratio	62.1 %	65.7 %
Equity to G & A Expenses	2.1	5.8
Underbillings to Equity	11.3 %	9.9 %
Average Backlog to Equity	2.8	3.5
Average Backlog to Working Capital	5.8	7.3
Average Months in Backlog	5.9	12.3
Efficiency Ratios		
Days in Accounts Receivable	50.7	76.3
Days in Inventory	4.3	8.1
Days in Accounts Payable	27.6	52.3
Operating Cycle	44.8	62.5

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SELECTED SIZE FINANCIAL DATA

Heavy and Highway Contractors

		Annual Volume				
	All Companies	Less than $10 Million	$10-25 Million	$25-50 Million	$50-100 Million	Over $100 Million
Number of Companies	123	31	32	25	19	16
Assets	$25,905	$2,793	$7,293	$20,394	$32,481	$82,998
Liabilities	15,496	1,563	4,045	10,312	19,681	50,371
Net Worth	10,409	1,230	3,248	10,082	12,800	32,628
% Net Worth to Assets	40.2	44.0	44.5	49.4	39.4	39.3
Revenues	47,980	5,893	17,158	38,485	70,525	165,888
Gross Profit	5,882	948	2,033	5,542	6,523	21,594
% Gross Profit	12.3	16.1	11.9	14.4	9.2	13.0
G&A Expenses	3,873	751	1,522	3,367	4,891	13,301
% to Revenue	8.1	12.7	8.9	8.7	6.9	8.0
Net Income	1,366	132	447	1,780	1,149	4,926
% Net Income	2.8	2.2	2.6	4.6	1.6	3.0
Current Ratio	1.5	1.6	1.6	1.9	1.5	1.4
Return on Assets (%)	5.3	4.7	6.1	8.7	3.5	5.9
Return on Equity (%)	13.1	10.7	13.8	17.7	9.0	15.1

Note: All $ amounts are in thousands

Discussion and Analysis

Of the 123 companies reporting financial data in the survey each classification of size has a percentage of net worth to assets in excess of 39%. Gross profit percentage is highest for the companies with an annual contract volume of less than $10 million (16.1%) and lowest for those companies with $50 - 100 million in annual revenue (9.2%). G&A expense percentage is greatest in the less than $10 million category (12.7%) and lowest in the $50 - 100 million category (6.9%). The $25 -50 million category leads the other categories with net income percentage of 4.6%. The $25 - 50 million category shows a 1.1% improvement from 1990. Also, the $25 - 50 million category showed an increase of 1.9 percent in their return on assets and a 6.1% increase in their return on equity from 1990 and has the highest percentage, of both return on assets and return on equity, of all categories in 1991. All categories experienced increases in their return on assets and return on equity. The over $100 million category had the most significant changes, with their return on assets increasing 3.3% and their return on equity increasing 8%.

The percentage of fixed assets to total assets for each category ranges from 27.4% in the $10 -25 million category to 37.7% in the over $100 million category. The composite amount of revenue generated for each dollar of investment in fixed assets ranges from a low of $5.30 in the over $100 million category to a high of $8.60 in the $10 - 25 million category.

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HEAVY AND HIGHWAY CONTRACTORS
LESS THAN $10 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$354,678	12.7 %	$626,041	11.5 %
Marketable securities and short-term investments	83,012	3.0	165,339	3.0
Receivables:				
Contract receivables currently due	901,942	32.3	1,229,315	22.5
Retainages on contracts	178,575	6.4	486,425	8.9
Unbilled work	31,085	1.1	40,528	0.7
Other receivables	82,431	3.0	317,815	5.8
Less allowance for doubtful accounts	(5,301)	0.2	(14,373)	0.3
Total receivables, net	1,188,732	42.6	2,059,710	37.8
Inventories	70,904	2.5	248,918	4.6
Costs and recognized earnings in excess of billings on uncompleted contracts	68,768	2.5	188,565	3.5
Investments in construction joint ventures	15,069	0.5	12,327	0.2
Other current assets	51,238	1.8	77,713	1.4
Total current assets	1,832,397	65.6	3,378,613	61.9
Property, plant and equipment	1,944,428	69.6	3,191,497	58.5
Less accumulated depreciation	(1,174,357)	42.0	(1,473,795)	27.0
Property, plant and equipment, net	770,071	27.6	1,717,702	31.5
Other assets	190,366	6.8	245,966	4.5
Intangible assets	174	0.0	113,522	2.1
Total assets	$2,793,008	100.0 %	$5,455,803	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$191,420	6.9 %	$170,242	3.1 %
Accounts payable				
Trade, including currently due subcontractors	497,819	17.8	848,305	15.5
Subcontractor retainages	47,977	1.7	131,936	2.4
Other	42,393	1.5	94,672	1.7
Total accounts payable	588,189	21.1	1,074,913	19.7
Accrued expenses	110,848	4.0	158,131	2.9
Billings in excess of costs and recognized earnings on uncompleted contracts	113,904	4.1	425,763	7.8
Income taxes				
Current	30,135	1.1	22,963	0.4
Deferred	38,654	1.4	66,475	1.2
Total income taxes	68,789	2.5	89,438	1.6
Other current liabilities	63,556	2.3	133,445	2.4
Total current liabilities	1,136,706	40.7	2,051,932	37.6
Long-term debt, excluding current portion	356,869	12.8	419,289	7.7
Deferred income taxes	42,963	1.5	168,931	3.1
Other	26,616	1.0	368,069	6.7
Minority interests	0	0.0	25,866	0.5
Total liabilities	1,563,154	56.0	3,034,086	55.6
Net worth				
Stock, par value	108,704	3.9	103,558	1.9
Additional paid-in capital	62,275	2.2	712,536	13.1
Retained earnings	1,150,849	41.2	1,694,332	31.1
Treasury stock	(91,974)	3.3	(88,709)	1.6
Total net worth	1,229,854	44.0	2,421,717	44.4
Total liabilities and net worth	$2,793,008	100.0 %	$5,455,803	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$5,815,699	98.7 %	$5,490,243	97.9 %
Other revenue	$77,121	1.3	$118,128	2.1
Total revenue	5,892,820	100.0	5,608,371	100.0
Contract cost	(4,909,338)	83.3	(4,526,920)	80.7
Other cost	(35,133)	0.6	(59,340)	1.1
Total cost	(4,944,471)	83.9	(4,586,260)	81.8
Gross Profit	948,349	16.1	1,022,111	18.2
Selling, general and administrative expenses	(751,189)	12.7	(901,785)	16.1
Interest income	17,098	0.3	57,214	1.0
Interest expense	(56,172)	1.0	(74,581)	1.3
Other income (expense), net	22,814	0.4	143,181	2.6
Net earnings (loss) before taxes	178,900	3.0	246,140	4.4
Income taxes	(47,148)	0.8	(18,687)	0.3
Net earnings (loss)	$131,752	2.2 %	$227,453	4.1 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	31
1990	30

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.6
Quick Ratio	1.4	1.4
Days of Cash	21.7	40.2
Work. Cap. Turnover	8.5	4.2
Profitability Ratios		
Return on Assets	4.7 %	4.2 %
Return on Equity	10.7 %	9.4 %
Times Interest Earned	4.1	4.3
Leverage Ratios		
Debt to Equity	1.3	1.3
Revenue to Equity	4.8	2.3
Asset Turnover	2.1	1.0
Fixed Asset Ratio	62.6 %	70.9 %
Equity to G & A Expenses	1.6	2.7
Underbillings to Equity	8.1 %	9.5 %
Average Backlog to Equity	15.6	6.6
Average Backlog to Working Capital	27.5	12.0
Average Months in Backlog	39.0	34.2
Efficiency Ratios		
Days in Accounts Receivable	59.8	98.4
Days in Inventory	5.2	19.5
Days in Accounts Payable	39.3	74.0
Operating Cycle	47.3	84.1

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HEAVY AND HIGHWAY CONTRACTORS
$10 - $25 MILLION REVENUE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$814,377	11.2 %	$1,299,922	13.8 %
Marketable securities and short-term investments	399,011	5.5	1,186,791	12.6
Receivables:				
Contract receivables currently due	2,234,848	30.6	2,404,166	25.4
Retainages on contracts	491,067	6.7	506,890	5.4
Unbilled work	42,302	0.6	84,333	0.9
Other receivables	207,229	2.8	152,165	1.6
Less allowance for doubtful accounts	(15,022)	0.2	(13,047)	0.1
Total receivables, net	2,960,424	40.6	3,134,507	33.2
Inventories	232,811	3.2	103,121	1.1
Costs and recognized earnings in excess of billings on uncompleted contracts	435,362	6.0	747,615	7.9
Investments in construction joint ventures	5,424	0.1	31,220	0.3
Other current assets	153,248	2.1	123,976	1.3
Total current assets	5,000,477	68.6	6,627,154	70.1
Property, plant and equipment	5,315,934	72.9	6,550,101	69.3
Less accumulated depreciation	(3,315,050)	45.5	(4,140,314)	43.8
Property, plant and equipment, net	2,000,884	27.4	2,409,787	25.5
Other assets	263,699	3.6	386,226	4.1
Intangible assets	28,303	0.4	22,269	0.2
Total assets	$7,293,363	100.0 %	$9,447,438	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$328,476	4.5 %	$457,823	4.8 %
Accounts payable				
Trade, including currently due subcontractors	1,489,653	20.2	1,564,953	16.6
Subcontractor retainages	117,012	1.6	111,305	1.2
Other	152,260	2.1	258,228	2.7
Total accounts payable	1,758,925	23.8	1,934,486	20.5
Accrued expenses	424,704	5.8	247,353	2.6
Billings in excess of costs and recognized earnings on uncompleted contracts	270,840	3.7	656,731	7.0
Income taxes				
Current	79,786	1.1	63,227	0.7
Deferred	95,599	1.3	123,857	1.3
Total income taxes	175,385	2.4	187,084	2.0
Other current liabilities	179,654	2.5	395,090	4.2
Total current liabilities	3,117,984	42.8	3,878,567	41.1
Long-term debt, excluding current portion	770,360	10.6	923,520	9.8
Deferred income taxes	114,999	1.6	50,849	0.5
Other	42,058	0.6	28,208	0.3
Minority interests	0	0.0	17,439	0.2
Total liabilities	4,045,401	55.5	4,898,583	51.9
Net worth				
Stock, par value	152,812	2.1	437,389	4.6
Additional paid-in capital	227,200	3.1	302,648	3.2
Retained earnings	3,183,562	43.7	4,329,013	45.8
Treasury stock	(315,412)	4.3	(520,195)	5.5
Total net worth	3,247,962	44.5	4,548,855	48.1
Total liabilities and net worth	$7,293,363	100.0 %	$9,447,438	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$16,478,105	96.0 %	$15,588,340	94.9 %
Other revenue	679,560	4.0	830,023	5.1
Total revenue	17,157,665	100.0	13,418,383	100.0
Contract cost	(14,423,170)	84.1	(13,041,584)	79.4
Other cost	(701,125)	4.1	(739,257)	4.5
Total cost	(15,124,295)	88.1	(13,780,841)	83.9
Gross Profit	2,033,370	11.9	2,637,522	16.1
Selling, general and administrative expenses	(1,521,993)	8.9	(2,339,519)	14.2
Interest income	69,946	0.4	168,881	1.0
Interest expense	(100,063)	0.6	(174,476)	1.1
Other income (expense), net	68,919	0.4	105,755	0.6
Net earnings (loss) before taxes	550,179	3.2	398,163	2.4
Income taxes	(103,087)	0.6	(102,577)	0.6
Net earnings (loss)	$447,092	2.6 %	$295,586	1.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	32
1990	34

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.7
Quick Ratio	1.3	1.4
Days of Cash	17.1	28.5
Work. Cap. Turnover	9.1	6.0
Profitability Ratios		
Return on Assets	6.1 %	3.1 %
Return on Equity	13.8 %	6.5 %
Times Interest Earned	6.5	3.3
Leverage Ratios		
Debt to Equity	1.2	1.1
Revenue to Equity	5.3	3.0
Asset Turnover	2.4	1.7
Fixed Asset Ratio	61.8 %	53.0 %
Equity to G & A Expenses	2.1	1.9
Underbillings to Equity	14.7 %	18.3 %
Average Backlog to Equity	2.9	2.8
Average Backlog to Working Capital	5.0	4.3
Average Months in Backlog	6.8	6.8
Efficiency Ratios		
Days in Accounts Receivable	50.9	55.8
Days in Inventory	5.5	2.7
Days in Accounts Payable	38.6	47.6
Operating Cycle	34.9	39.3

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HEAVY AND HIGHWAY CONTRACTORS
$25 - $50 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,447,577	12.0 %	$2,373,586	12.9 %
Marketable securities and short-term investments	1,015,308	5.0	677,435	3.7
Receivables:				
Contract receivables currently due	4,558,612	22.4	4,487,117	24.3
Retainages on contracts	1,284,832	6.3	1,363,816	7.4
Unbilled work	20,635	0.1	148,820	0.8
Other receivables	639,238	3.1	492,966	2.7
Less allowance for doubtful accounts	(91,966)	0.5	(47,505)	0.3
Total receivables, net	6,411,349	31.4	6,445,214	35.0
Inventories	481,558	2.4	284,135	1.5
Costs and recognized earnings in excess of billings on uncompleted contracts	661,121	3.2	551,002	3.0
Investments in construction joint ventures	381,328	1.9	95,919	0.5
Other current assets	487,471	2.4	479,008	2.6
Total current assets	11,885,712	58.3	10,906,299	59.2
Property, plant and equipment	16,981,244	83.3	14,930,941	81.0
Less accumulated depreciation	(9,993,961)	49.0	(8,894,326)	48.3
Property, plant and equipment, net	6,987,283	34.3	6,036,615	32.8
Other assets	1,354,101	6.6	1,211,429	6.6
Intangible assets	166,614	0.8	276,640	1.5
Total assets	$20,393,710	100.0 %	$18,430,983	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$801,704	3.9 %	$850,049	3.8 %
Accounts payable				
Trade, including currently due subcontractors	3,054,831	15.0	1,968,001	10.7
Subcontractor retainages	239,058	1.2	253,064	1.4
Other	236,380	1.2	263,175	1.4
Total accounts payable	3,530,047	17.3	2,484,240	13.5
Accrued expenses	679,364	3.3	692,422	3.8
Billings in excess of costs and recognized earnings on uncompleted contracts	1,097,312	5.4	753,106	4.1
Income taxes				
Current	140,382	0.7	85,455	0.5
Deferred	44,137	0.2	127,576	0.7
Total income taxes	184,519	0.9	213,031	1.2
Other current liabilities	90,409	0.4	500,753	2.7
Total current liabilities	6,383,355	31.3	5,303,600	28.8
Long-term debt, excluding current portion	3,402,375	16.7	1,933,426	10.5
Deferred income taxes	250,843	1.2	192,541	1.0
Other	269,447	1.3	215,447	1.2
Minority interests	5,546	0.0	3,075	0.0
Total liabilities	10,311,566	50.6	7,648,091	41.5
Net worth				
Stock, par value	446,963	2.2	436,529	2.4
Additional paid-in capital	704,215	3.5	677,222	3.7
Retained earnings	9,207,942	45.2	10,099,545	54.8
Treasury stock	(276,996)	1.4	(430,504)	2.3
Total net worth	10,082,144	49.4	10,782,892	58.5
Total liabilities and net worth	$20,393,710	100.0 %	$18,430,983	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$36,098,610	93.8 %	$35,256,669	99.6 %
Other revenue	$2,386,800	6.2	$124,766	0.4
Total revenue	38,485,410	100.0	35,381,435	100.0
Contract cost	(31,495,376)	81.8	(30,631,932)	86.6
Other cost	(1,448,524)	3.8	(536,968)	1.5
Total cost	(32,943,900)	85.6	(31,168,900)	88.1
Gross Profit	5,541,510	14.4	4,212,535	11.9
Selling, general and administrative expenses	(3,386,683)	8.7	(2,871,312)	8.1
Interest income	280,848	0.7	282,431	0.8
Interest expense	(468,784)	1.2	(332,043)	0.9
Other income (expense), net	255,217	0.7	385,212	1.1
Net earnings (loss) before taxes	2,242,108	5.8	1,676,824	4.7
Income taxes	(461,902)	1.2	(423,928)	1.2
Net earnings (loss)	$1,780,204	4.6 %	$1,252,896	3.5 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	25
1990	29

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.9	2.1
Quick Ratio	1.5	1.8
Days of Cash	22.9	24.2
Work. Cap. Turnover	7.0	6.3
Profitability Ratios		
Return on Assets	8.7 %	6.8 %
Return on Equity	17.7 %	11.6 %
Times Interest Earned	5.8	6.1
Leverage Ratios		
Debt to Equity	1.0	0.7
Revenue to Equity	3.8	3.3
Asset Turnover	1.9	1.9
Fixed Asset Ratio	89.3 %	58.0 %
Equity to G & A Expenses	3.0	3.8
Underbillings to Equity	6.8 %	6.5 %
Average Backlog to Equity	2.5	2.3
Average Backlog to Working Capital	4.7	4.5
Average Months in Backlog	8.0	8.5
Efficiency Ratios		
Days in Accounts Receivable	47.8	50.2
Days in Inventory	5.3	3.3
Days in Accounts Payable	39.0	25.8
Operating Cycle	40.0	51.9

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HEAVY AND HIGHWAY CONTRACTORS
$50 - $100 MILLION REVENUE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets:				
Cash and cash equivalents	$5,359,318	16.5 %	$3,081,228	9.6 %
Marketable securities and short-term investments	1,409,045	4.3	1,488,184	4.6
Receivables:				
Contract receivables currently due	6,765,408	20.8	8,637,864	26.8
Retainages on contracts	2,457,488	7.6	1,739,094	5.4
Unbilled work	0	0.0	118,414	0.4
Other receivables	1,928,777	5.9	490,227	1.5
Less allowance for doubtful accounts	(42,763)	0.1	(34,213)	0.2
Total receivables, net	11,108,910	34.2	10,931,186	33.9
Inventories	1,020,079	3.1	670,384	2.1
Costs and recognized earnings in excess of billings on uncompleted contracts	962,256	3.0	1,870,068	5.8
Investments in construction joint ventures	74,029	0.2	500,267	1.6
Other current assets	518,027	1.6	1,234,161	3.8
Total current assets	20,451,664	63.0	19,775,476	61.4
Property, plant and equipment	22,924,205	70.6	22,286,324	69.2
Less accumulated depreciation	(13,945,449)	42.9	(14,348,858)	44.5
Property, plant and equipment, net	8,978,750	27.6	7,937,466	24.6
Other assets	2,844,910	8.1	4,497,030	14.0
Intangible assets	405,931	1.2	0	0.0
Total assets	$32,481,264	100.0 %	$32,209,972	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities:				
Current portion of long-term debt	$1,690,132	5.2 %	$2,230,395	6.9 %
Accounts payable:				
Trade, including currently due subcontractors	4,843,860	14.9	4,838,477	14.4
Subcontractor retainages	771,075	2.4	1,022,191	3.2
Other	130,911	0.4	127,284	0.4
Total accounts payable	5,545,786	17.1	5,787,952	18.0
Accrued expenses	3,162,224	9.7	1,584,045	4.9
Billings in excess of costs and recognized earnings on uncompleted contracts	2,448,165	7.5	2,452,607	7.6
Income taxes:				
Current	225,792	0.7	171,621	0.5
Deferred	292,336	0.9	178,659	0.6
Total income taxes	518,128	1.6	350,280	1.1
Other current liabilities	222,264	0.7	481,695	1.5
Total current liabilities	13,584,699	41.8	12,868,974	39.9
Long-term debt, excluding current portion	4,883,960	15.0	4,675,084	14.5
Deferred income taxes	659,121	2.0	607,098	1.9
Other	524,019	1.6	196,328	0.6
Minority interests	29,607	0.1	48,950	0.1
Total liabilities	19,681,406	60.6	18,392,410	57.1
Net worth:				
Stock, par value	802,020	2.5	500,490	1.6
Additional paid-in capital	1,637,177	5.0	1,593,998	4.9
Retained earnings	11,344,907	34.9	12,530,274	38.9
Treasury stock	(993,646)	3.0	(807,200)	2.5
Total net worth	12,799,858	39.4	13,817,562	42.9
Total liabilities and net worth	$32,481,264	100.0 %	$32,209,972	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$69,525,250	98.6 %	$82,681,486	97.0 %
Other revenue	$999,929	1.4	$1,927,763	3.0
Total revenue	70,525,179	100.0	84,609,249	100.0
Contract cost	(62,748,451)	89.0	(52,008,205)	80.5
Other cost	(1,255,491)	1.8	(2,430,512)	3.8
Total cost	(64,001,942)	90.8	(54,436,717)	84.3
Gross Profit	6,523,237	9.2	10,172,532	15.7
Selling, general and administrative expenses	(4,891,418)	6.9	(7,920,523)	12.3
Interest income	635,858	0.9	840,047	1.3
Interest expense	(992,193)	1.3	(1,133,827)	1.8
Other income (expense), net	374,536	0.5	(158,407)	0.2
Net earnings (loss) before taxes	1,749,922	2.5	1,801,822	2.8
Income taxes	(600,447)	0.9	(597,240)	0.9
Net earnings (loss)	$1,149,475	1.6 %	$1,204,582	1.9 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	19
1990	21

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.5
Quick Ratio	1.3	1.2
Days of Cash	27.4	17.2
Work. Cap. Turnover	10.3	9.4
Profitability Ratios		
Return on Assets	3.5 %	3.7 %
Return on Equity	9.0 %	8.7 %
Times Interest Earned	3.0	2.8
Leverage Ratios		
Debt to Equity	1.5	1.3
Revenue to Equity	5.5	4.7
Asset Turnover	2.2	2.0
Fixed Asset Ratio	70.1 %	57.4 %
Equity to G & A Expenses	2.6	1.7
Underbillings to Equity	7.5 %	14.4 %
Average Backlog to Equity	3.9	3.0
Average Backlog to Working Capital	7.2	5.9
Average Months in Backlog	8.5	7.8
Efficiency Ratios		
Days in Accounts Receivable	44.2	50.6
Days in Inventory	5.7	4.4
Days in Accounts Payable	26.9	31.5
Operating Cycle	50.4	40.6

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HEAVY AND HIGHWAY CONTRACTORS
OVER $100 MILLION REVENUE

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$7,562,477	9.1 %	$7,441,994	7.5 %
Marketable securities and short-term investments	993,005	1.2	4,180,691	4.2
Receivables:				
Contract receivables currently due	18,510,666	22.3	22,841,141	22.9
Retainages on contracts	3,333,753	4.0	5,014,055	5.1
Unbilled work	1,276,905	1.5	2,470,919	2.5
Other receivables	4,886,513	5.9	5,842,851	5.9
Less allowance for doubtful accounts	(480,195)	0.6	(680,268)	0.7
Total receivables, net	27,529,642	33.2	35,308,698	35.7
Inventories	3,948,972	4.8	8,123,689	8.2
Costs and recognized earnings in excess of billings on uncompleted contracts	2,939,491	3.5	3,286,496	3.3
Investments in construction joint ventures	94,111	0.1	800,895	0.8
Other current assets	2,213,278	2.7	1,532,896	1.5
Total current assets	45,280,976	54.6	60,677,139	61.4
Property, plant and equipment	61,985,364	74.7	70,439,978	71.2
Less accumulated depreciation	(30,717,948)	37.0	(36,498,724)	36.9
Property, plant and equipment, net	31,267,416	37.7	33,941,254	34.3
Other assets	5,507,352	6.6	3,436,146	3.5
Intangible assets	942,587	1.1	845,143	0.9
Total assets	$82,998,331	100.0 %	$98,899,682	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$3,542,995	4.3 %	$4,136,726	4.2 %
Accounts payable				
Trade, including currently due subcontractors	10,568,047	12.7	14,242,078	14.4
Subcontractor retainages	971,740	1.2	1,508,854	1.5
Other	634,573	0.8	565,265	0.6
Total accounts payable	12,174,360	14.7	16,316,197	16.5
Accrued expenses	4,778,705	5.8	7,125,143	7.2
Billings in excess of costs and recognized earnings on uncompleted contracts	8,415,631	10.1	6,056,906	6.1
Income taxes				
Current	1,116,596	1.3	465,572	0.5
Deferred	519,599	0.6	1,312,431	1.3
Total income taxes	1,636,195	2.0	1,778,003	1.8
Other current liabilities	1,858,036	2.0	770,859	0.8
Total current liabilities	32,205,922	38.8	36,183,836	36.6
Long-term debt, excluding current portion	12,135,154	14.6	20,046,432	20.3
Deferred income taxes	1,919,380	2.3	1,169,733	1.2
Other	3,897,210	4.7	5,419,383	5.5
Minority interests	212,836	0.3	293,447	0.3
Total liabilities	50,370,502	60.7	63,112,833	63.8
Net worth				
Stock, par value	1,011,567	1.2	3,827,293	3.9
Additional paid-in capital	6,260,299	7.5	5,130,248	5.2
Retained earnings	26,384,145	31.8	32,124,815	32.5
Treasury stock	(1,028,182)	1.2	(5,295,505)	5.4
Total net worth	32,627,829	39.3	35,786,849	36.2
Total liabilities and net worth	$82,998,331	100.0 %	$98,899,682	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$157,025,852	94.7 %	$146,627,464	94.2 %
Other revenue	$8,862,077	5.3	$9,058,001	5.8
Total revenue	165,887,929	100.0	155,685,465	100.0
Contract cost	(136,544,268)	83.5	(128,882,995)	82.8
Other cost	(5,749,421)	3.5	(6,227,401)	4.0
Total cost	(144,293,689)	87.0	(135,110,396)	86.8
Gross Profit	21,594,240	13.0	20,575,069	13.2
Selling, general and administrative expenses	(13,301,107)	8.0	(15,575,293)	10.0
Interest income	749,534	0.5	1,159,280	0.7
Interest expense	(1,807,673)	1.1	(2,735,868)	1.8
Other income (expense), net	276,076	0.2	1,359,026	0.9
Net earnings (loss) before taxes	7,511,070	4.5	4,782,214	3.1
Income taxes	(2,585,161)	1.6	(2,254,251)	1.4
Net earnings (loss)	$4,925,909	3.0 %	$2,527,963	1.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	16
1990	18

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.7
Quick Ratio	1.1	1.3
Days of Cash	16.4	17.2
Work. Cap. Turnover	12.7	8.4
Profitability Ratios		
Return on Assets	5.9 %	2.6 %
Return on Equity	15.1 %	7.1 %
Times Interest Earned	5.2	2.7
Leverage Ratios		
Debt to Equity	1.5	1.8
Revenue to Equity	5.1	4.4
Asset Turnover	2.0	1.6
Fixed Asset Ratio	95.8 %	94.8 %
Equity to G & A Expenses	2.5	2.3
Underbillings to Equity	12.9 %	16.1 %
Average Backlog to Equity	3.9	4.4
Average Backlog to Working Capital	9.7	8.4
Average Months in Backlog	9.2	12.1
Efficiency Ratios		
Days in Accounts Receivable	49.7	64.3
Days in Inventory	9.9	21.8
Days in Accounts Payable	27.9	39.5
Operating Cycle	48.1	63.7

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS

SINGLE FAMILY AND RESIDENTIAL CONTRACTORS

Foreword

Of the 804 survey respondents only 32, or 4%, represented Single Family and Residential contractors. This section of the survey includes various charts, tables, and financial data relating to these 32 respondents. Because the total population of companies is small, the survey data and related discussion and analyses may not be reflective of the entire segment of the industry.

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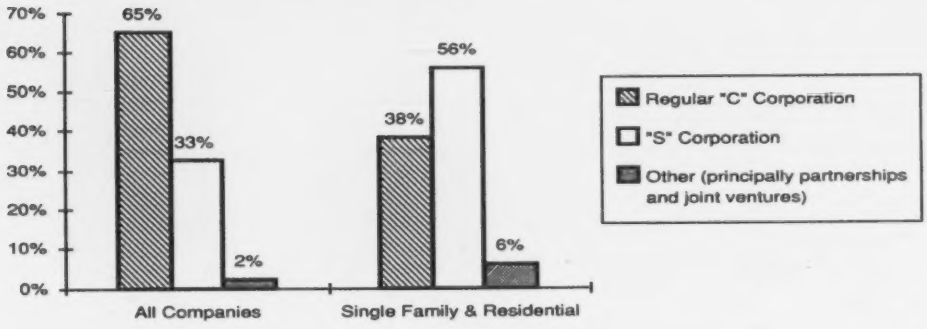
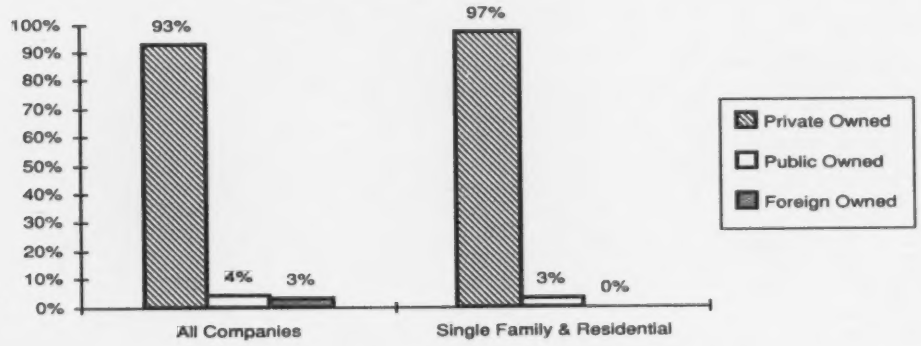
CORPORATE PROFILE

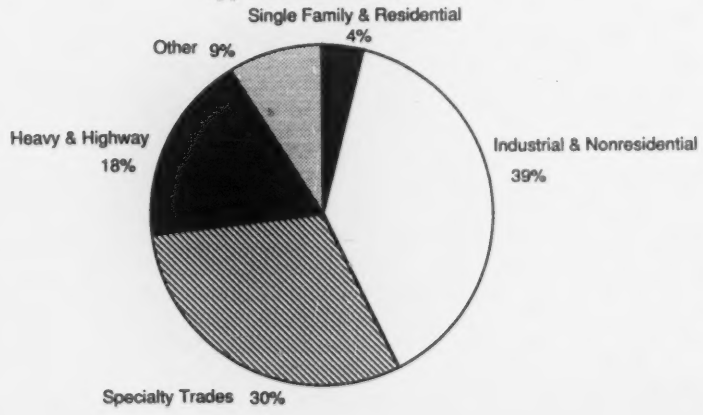
Legal Form of Business



Ownership of Business



Type of Contractor



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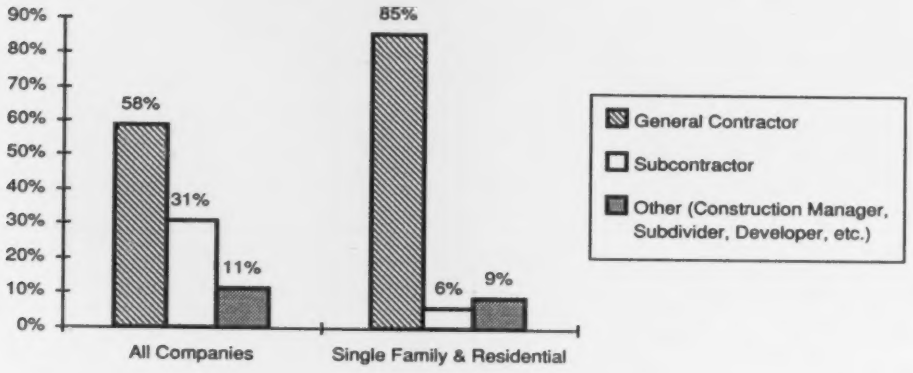
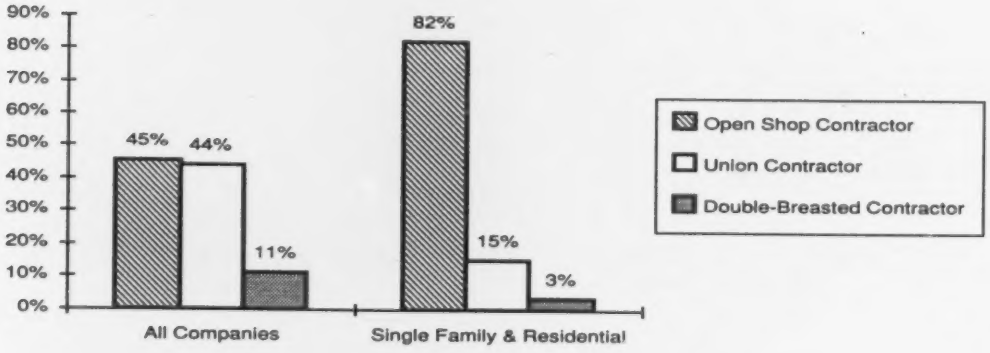
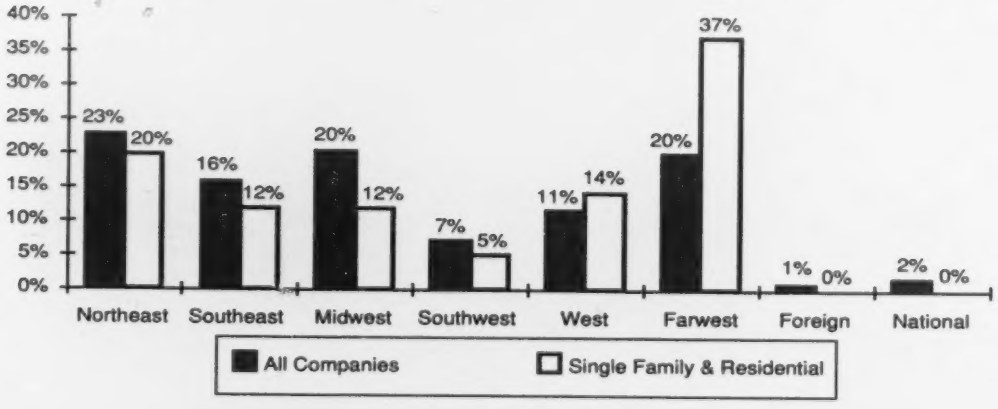
Role of Contractor



Union/Open Shop Contractors



Location of Work by Region



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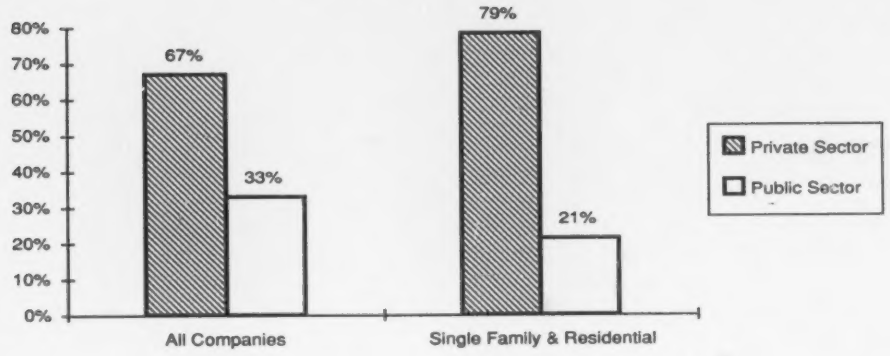
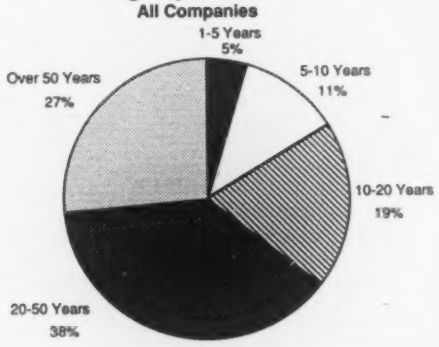
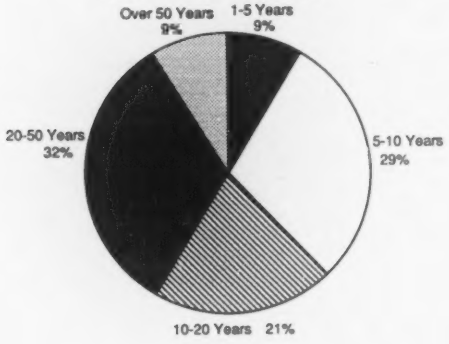
Source of Work



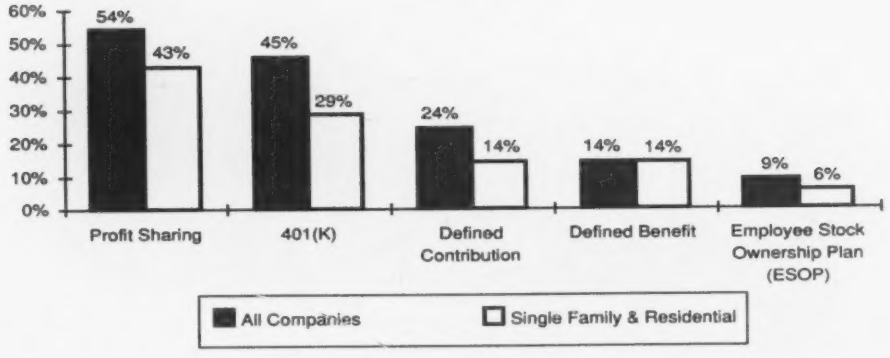
Longevity of Business
All Companies



Longevity of Business
Single Family & Residential



Employee Benefit Plans
(Salaried Employees)



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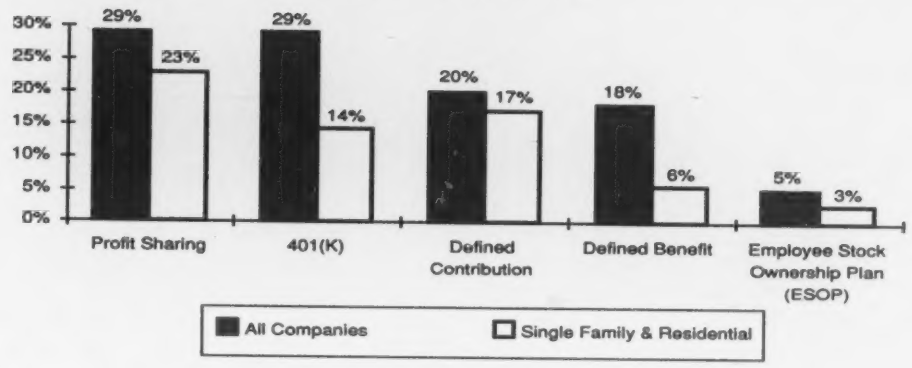
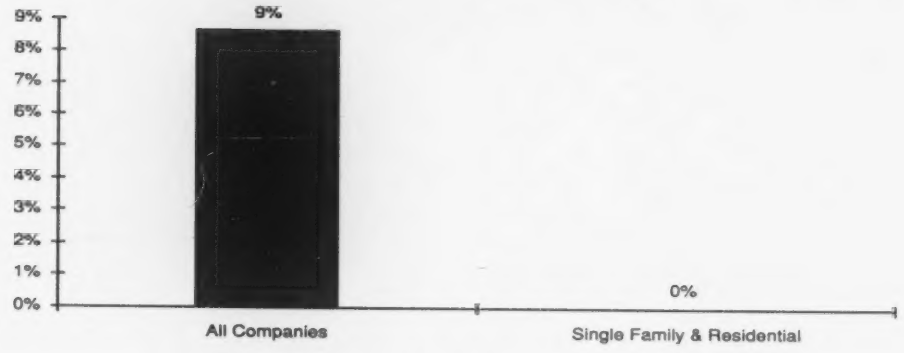
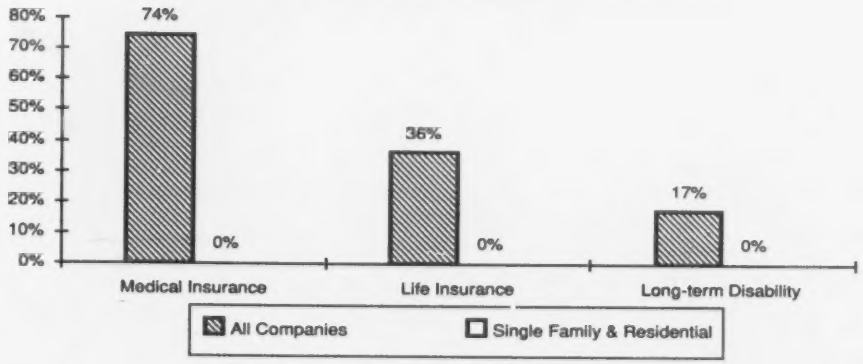
Employee Benefit Plans
(Hourly Employees)



Companies with Post-Retirement Benefits



Types of Post Retirement Benefits
(For Companies which provide Post-Retirement Benefits)



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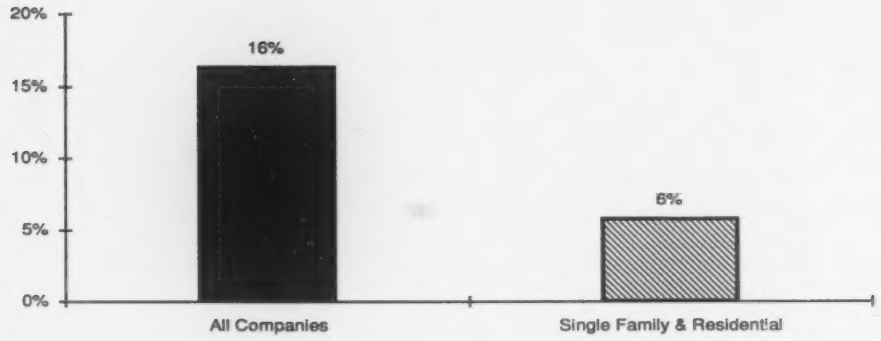
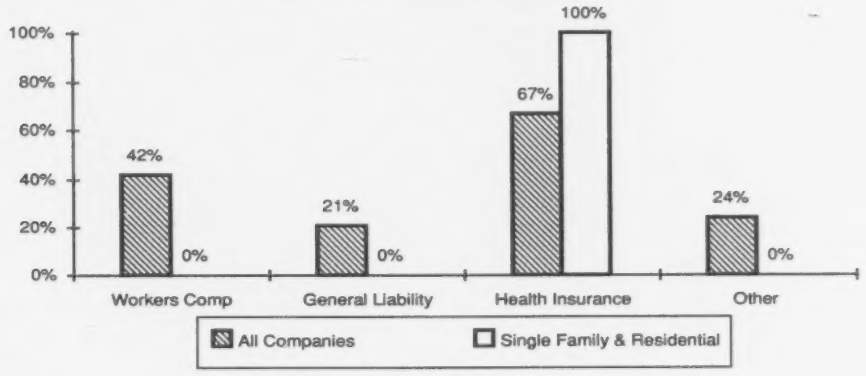
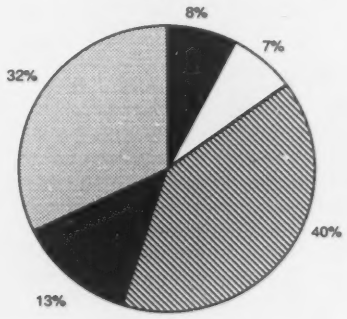
Companies which are Self-Insured

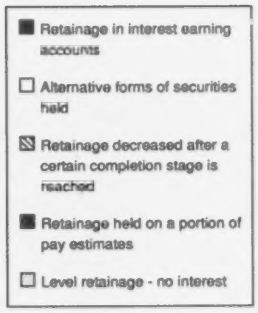


Areas of Self-Insurance
(For Companies which are Self-Insured)

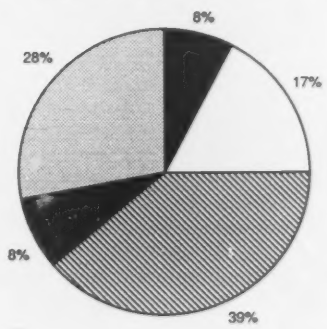


Types of Contract Retainage
All Companies




Retainage in interest earning accounts
Alternative forms of securities held
Retainage decreased after a certain completion stage is reached
Retainage held on a portion of pay estimates
Level retainage - no interest

Types of Contract Retainage
Single Family & Residential



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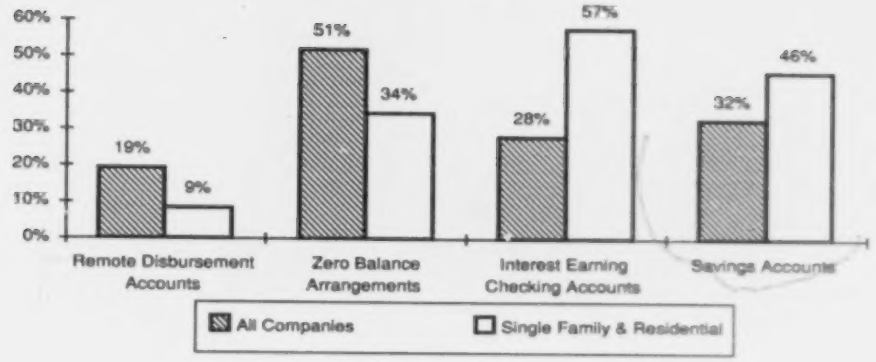
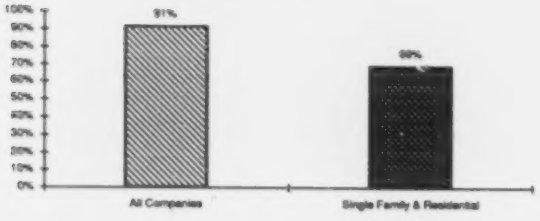
Cash Management



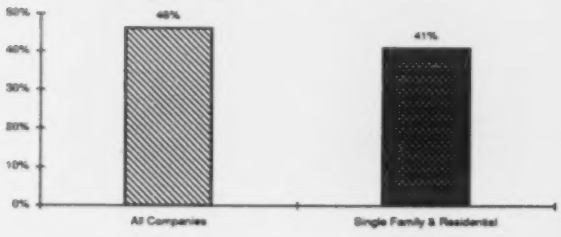
Bonuses

Applicable to:	Bonuses Determined by: Discretionary	Goal Attainment	Formula	Other
Corporate execs	61%	15%	21%	3%
Project Mgrs	68%	14%	14%	4%
Project Supers	61%	23%	13%	3%
Estimators	73%	9%	14%	5%

Percentage of Companies that Perform Bonded Work



Percentage of Contract Revenue that is Bonded
(For Companies that Perform Bonded Work)



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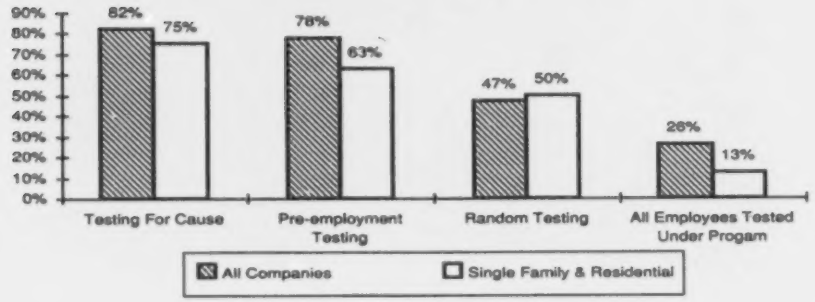
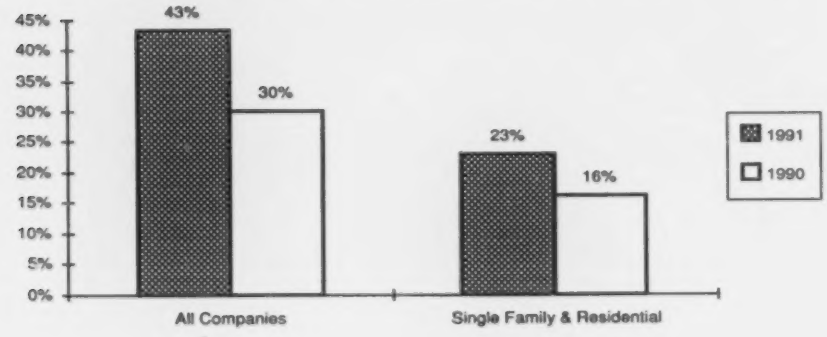
Methods of Substance Abuse Testing
(For Companies with Testing Programs)

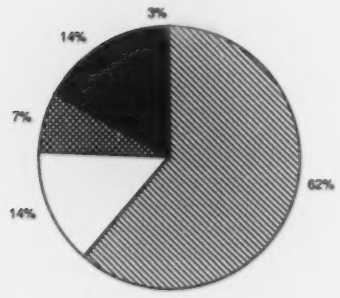


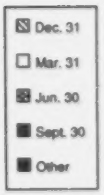
Companies with Substance Abuse Testing Programs



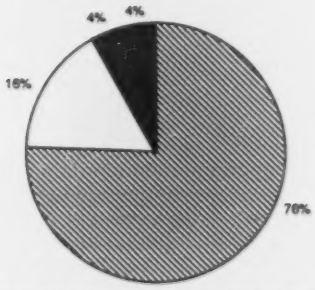
Corporate Fiscal Year-End

All Companies





Single Family & Residential



Note: Single Family and Residential Contractors have no June 30 year-ends

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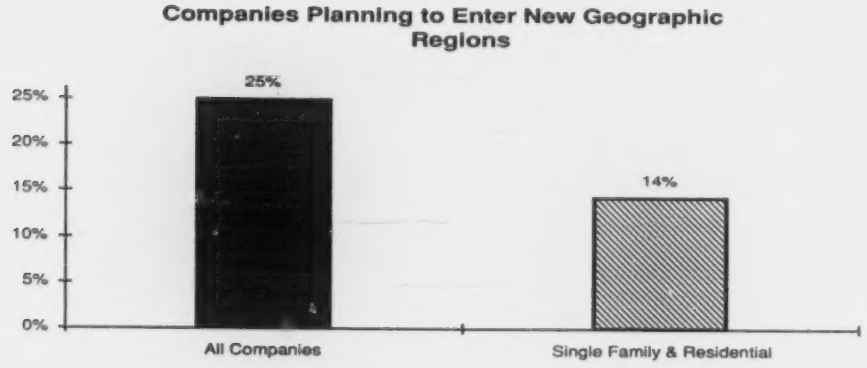
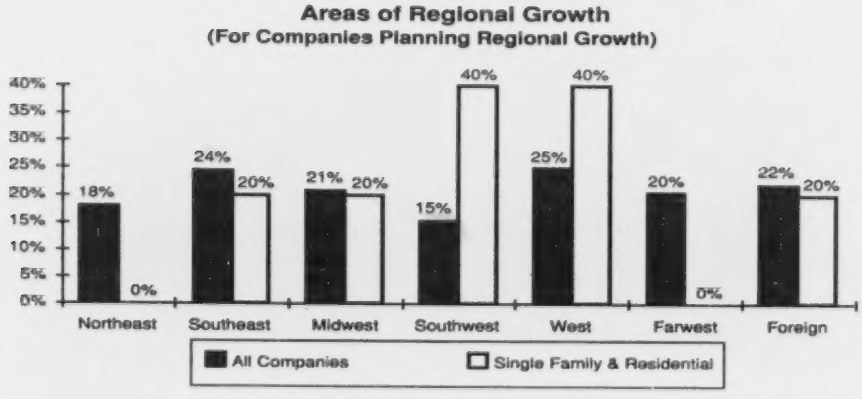
OPINIONS





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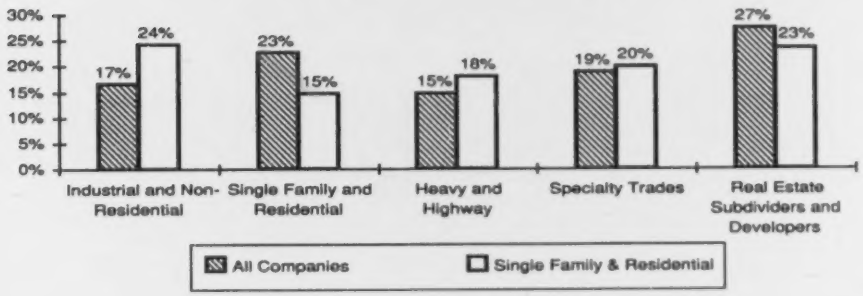
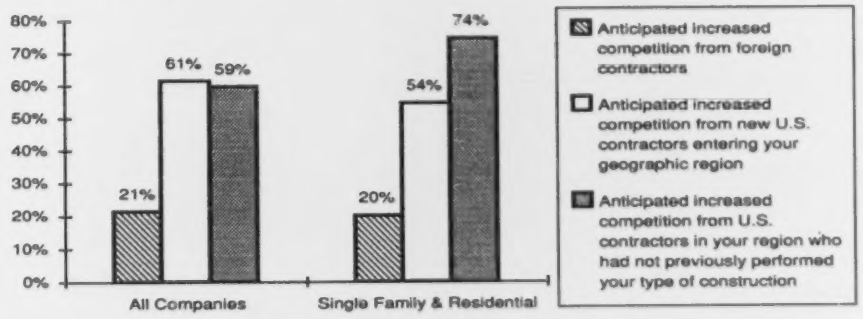
Percentage of Participants Estimating Future Growth in the Construction Markets



Anticipated Future Competition



Top Five Areas of Most Challenge in the Next Five Years

	Percent of Companies
Insurance (Workers comp, medical, life, etc.)	69%
Financing Costs	66%
Litigation	34%
Federal Tax Legislation	29%
Surety Bonds	17%

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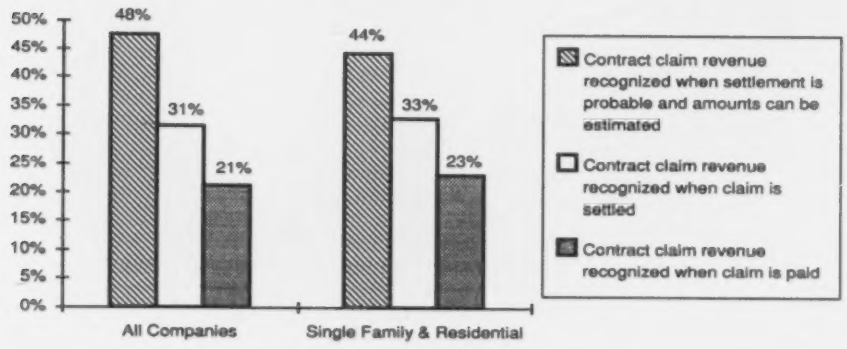
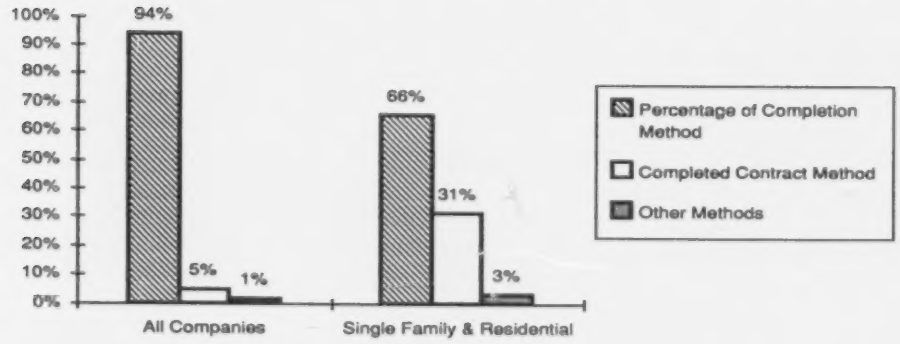
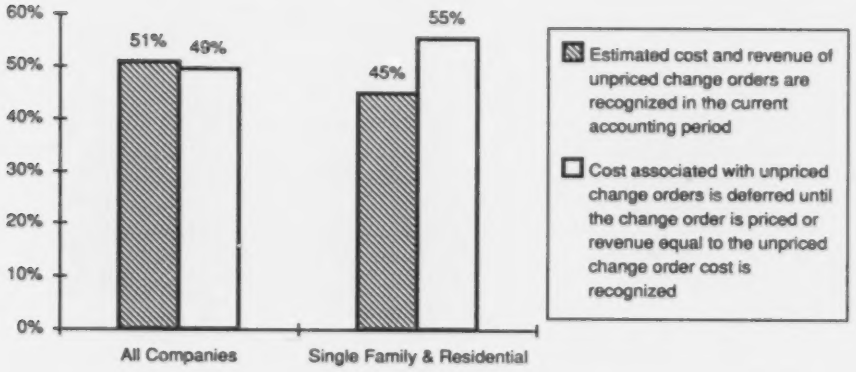
Contract Claim Revenue Recognition



Contract Revenue Recognition



Unpriced Change Order Cost



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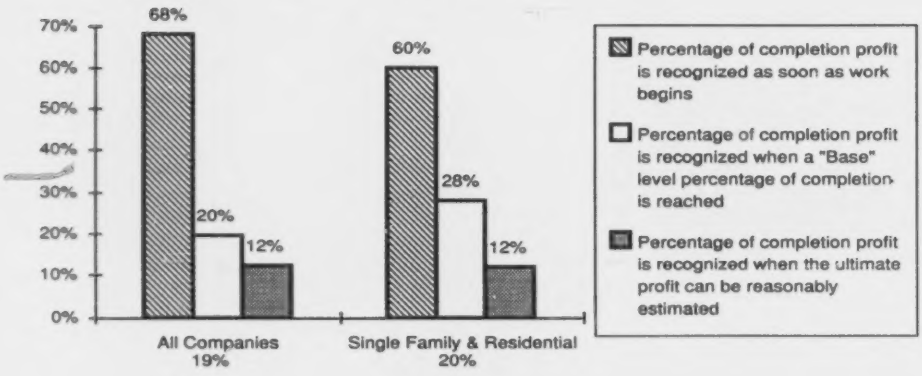
Profit Recognition Practices

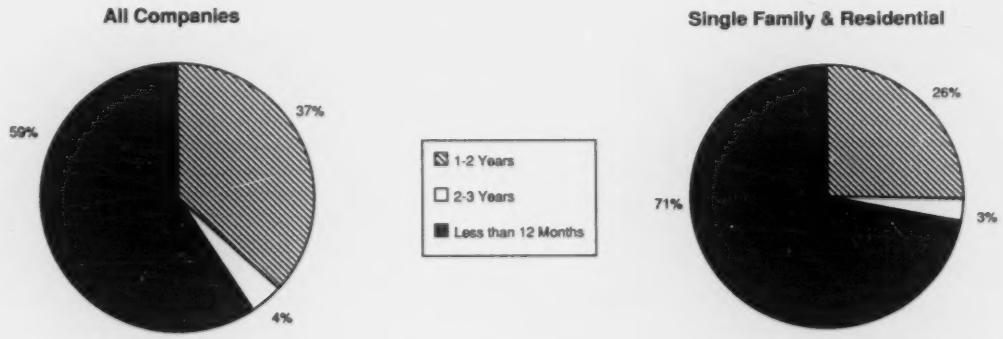


The percentages below the names represent the average "base" level of percentage completion at which contract profit recognition begins for those companies using such accounting policy.

Types of Contracts

Type of Contract	Percentage of Work Performed	
	All Companies	Single Family and Residential
Fixed Price	59%	51%
Cost Plus-Guaranteed Maximum	12%	17%
Cost Plus	7%	7%
Time and Materials	7%	2%
Construction Management	3%	2%
Unit Price	11%	7%
Others	1%	14%
Total	100%	100%

LENGTH OF CONTRACT



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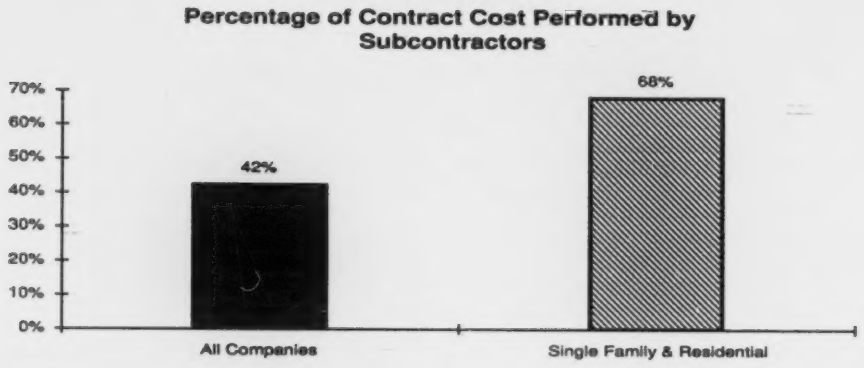

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SELECTED FINANCIAL DATA

Single Family and Residential Contractors

	All Companies	Single Family & Residential
Number of Companies	669	25
Assets	$21,018	$12,837
Liabilities	14,951	8,696
Net Worth	6,067	4,141
% Net Worth to Assets	28.9	32.3
Revenues	56,893	22,635
Gross Profit	4,800	3,315
% Gross Profit	8.4	14.6
G&A Expenses	3,750	2,012
% to Revenue	6.6	8.9
Net Income	760	1,104
% Net Income	1.3	4.9
Current Ratio	1.3	1.4
Return on Assets (%)	3.6	8.6
Return on Equity (%)	12.5	26.7

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The Single Family and Residential contractor composite company has a significantly lower total assets ($12,837) compared with the total assets ($21,018) of all companies participating in the survey. These companies have only about 40% of total revenue of the composite survey company, yet have a significantly higher gross profit percentage and net income percentage. Return on equity is 26.7%, well above the 12.5% composite for all companies included in the survey. In comparison, the single family and residential percentage of gross profit, net income percentage, and return on equity fell 11.9%, 5.3%, and 10.2%, respectively, from 1990.

The Single Family and Residential net income percentage, return on assets and equity are significantly greater than the overall composite percentages for all companies included in the survey. The composite Single Family and Residential company reflects a significant investment in inventories which represent 35.1% of total assets. The average days sales in inventory (84 days) declined 53% from 1990, but is still significantly higher than the 5.5 days for the overall composite for all companies.

Net earnings decreased 66% from 1990 to 1991, while net worth only decreased 53% causing an increase in the revenue to equity ratio. Inventories and property, plant and equipment both decreased substantially from 1990.

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
COMPOSITE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$1,434,702	11.2 %	$1,608,821	6.5 %
Marketable securities and short-term investments	37,872	0.3	101,080	0.4
Receivables:				
Contract receivables currently due	2,218,380	17.3	1,775,677	7.2
Retainages on contracts	409,959	3.2	244,416	1.0
Unbilled work	60,693	0.5	34,828	0.1
Other receivables	432,970	3.4	1,139,348	4.6
Less allowance for doubtful accounts	(16,806)	0.1	(6,010)	0.0
Total receivables, net	3,105,196	24.2	3,188,059	12.9
Inventories	4,504,474	35.1	10,256,846	41.5
Costs and recognized earnings in excess of billings on uncompleted contracts	160,308	1.2	168,562	0.7
Investments in construction joint ventures	89,728	0.5	1,782,571	7.2
Other current assets	201,649	1.6	120,045	0.5
Total current assets	9,513,929	74.1	17,225,984	69.6
Property, plant and equipment	3,195,743	24.9	8,597,036	34.8
Less accumulated depreciation	(1,396,166)	10.9	(1,613,949)	6.5
Property, plant and equipment, net	1,799,577	14.0	6,983,087	28.2
Other assets	1,497,323	11.7	487,605	2.0
Intangible assets	25,911	0.2	40,818	0.2
Total assets	$12,836,740	100.0 %	$24,737,494	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$1,051,381	8.2 %	$5,102,036	20.6 %
Accounts payable				
Trade, including currently due subcontractors	2,257,348	17.6	2,151,235	8.7
Subcontractor retainages	403,535	3.1	190,307	0.8
Other	47,142	0.4	83,622	0.3
Total accounts payable	2,708,025	21.1	2,425,164	9.8
Accrued expenses	192,027	1.5	996,132	4.0
Billings in excess of costs and recognized earnings on uncompleted contracts	1,124,713	8.8	685,161	2.7
Income taxes				
Current	73,557	0.6	24,479	0.1
Deferred	66,974	0.5	75,341	0.3
Total income taxes	140,531	1.1	99,820	0.4
Other current liabilities	1,461,615	11.4	86,965	0.4
Total current liabilities	6,678,292	52.0	9,375,278	37.9
Long-term debt, excluding current portion	1,851,602	14.4	5,002,082	20.2
Deferred income taxes	94,541	0.7	1,039,071	4.2
Other	71,513	0.6	60,769	0.2
Minority interests	0	0.0	428,865	1.7
Total liabilities	8,695,948	67.7	15,906,065	64.3
Net worth				
Stock, par value	585,819	4.6	807,709	3.3
Additional paid-in capital	294,743	2.3	715,306	2.9
Retained earnings	3,726,449	29.0	7,617,591	30.8
Treasury stock	(466,219)	3.6	(309,177)	1.2
Total net worth	4,140,792	32.3	8,831,429	35.7
Total liabilities and net worth	$12,836,740	100.0 %	$24,737,494	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$21,819,338	96.4 %	$19,238,617	60.1 %
Other revenue	$815,267	3.6	$12,779,314	39.9
Total revenue	22,634,605	100.0	32,017,931	100.0
Contract cost	(18,720,155)	82.7	(15,293,677)	47.8
Other cost	(599,684)	2.6	(8,228,250)	25.7
Total cost	(19,319,839)	85.4	(23,521,927)	73.5
Gross Profit	3,314,766	14.6	8,496,004	26.5
Selling, general and administrative expenses	(2,012,265)	8.9	(3,368,859)	10.5
Interest income	166,442	0.7	293,179	0.9
Interest expense	(339,589)	1.5	(473,335)	1.5
Other income (expense), net	62,705	0.3	(1,326,659)	4.1
Net earnings (loss) before taxes	1,192,059	5.3	3,620,330	11.3
Income taxes	(87,971)	0.4	(360,585)	1.1
Net earnings (loss)	$1,104,088	4.9 %	$3,259,745	10.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	25
1990	32

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.8
Quick Ratio	0.7	0.5
Days of Cash	22.8	18.1
Work. Cap. Turnover	8.0	4.1
Profitability Ratios		
Return on Assets	8.6 %	13.2 %
Return on Equity	26.7 %	36.9 %
Times Interest Earned	4.5	8.8
Leverage Ratios		
Debt to Equity	2.1	1.8
Revenue to Equity	5.5	3.6
Asset Turnover	1.8	1.3
Fixed Asset Ratio	43.5 %	79.1 %
Equity to G & A Expenses	2.1	2.6
Underbillings to Equity	5.3 %	2.3 %
Average Backlog to Equity	3.8	1.7
Average Backlog to Working Capital	5.6	1.9
Average Months in Backlog	8.4	5.6
Efficiency Ratios		
Days in Accounts Receivable	41.9	32.7
Days in Inventory	83.9	157.0
Days in Accounts Payable	42.9	34.2
Operating Cycle	105.7	173.8

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SELECTED REGIONAL FINANCIAL DATA

Single Family and Residential Contractors

	All Companies	Regions					
		NE	SE	MW	SW	W	FW
Number of Companies	25	6	N/A	3	N/A	N/A	11
Assets	$12,837	$5,383	-	$9,480	-	-	$18,439
Liabilities	8,696	3,182	-	5,458	-	-	11,898
Net Worth	4,141	2,201	-	4,022	-	-	6,541
% Net Worth to Assets	32.3	40.9	-	42.4	-	-	35.5
Revenues	22,635	14,498	-	25,605	-	-	28,402
Gross Profit	3,315	1,291	-	2,936	-	-	4,533
% Gross Profit	14.6	8.9	-	11.5	-	-	16.0
G&A Expenses	2,012	1,347	-	2,056	-	-	2,117
% to Revenue	8.9	9.3	-	8.0	-	-	7.5
Net Income	1,104	108	-	1,056	-	-	2,028
% Net Income	4.9	0.7	-	4.1	-	-	7.1
Current Ratio	1.4	1.5	-	1.7	-	-	1.5
Return on Assets (%)	8.6	2.0	-	11.1	-	-	11.0
Return on Equity (%)	26.7	4.9	-	26.2	-	-	31.0

Note: All $ amounts are in thousands

Discussion and Analysis

The Farwest region includes slightly less than one-half (44%) of the companies classified as Single Family and Residential and the Northeast region includes another 24%. The Far West region's gross profit percentage, G & A percentage and net income percentage are more representative of the composite amounts. The Southeast, Midwest, Southwest, and West regional data has limited usefulness because only three companies are represented in the four regions. There were two or less responses for the Southeast, Southwest, and West regions which did not provide enough data to obtain an average for that region.

The net income percentage for the Farwest (7.1%) dropped substantially from the 1990 percentage of 12.4%. There were three more responses in 1991 for the Northeast region and the net income percentage increased by 1.5% from 1990. Also noted were extremely high increases in the Midwest region in return on assets and return on equity. The gross profit percentage for the Farwest (16.0%) dropped substantially from the 1990 percentage of 31%. The net income percentage, return on assets, and return on equity declined 5.3%, 3.4%, and 8.4% respectively, from 1990.

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
NORTHEAST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$648,505	12.0 %	$230,773	4.8 %
Marketable securities and short-term investments	27,966	0.5	0	0.0
Receivables:				
Contract receivables currently due	1,815,575	33.7	2,346,686	49.1
Retainages on contracts	282,242	5.2	0	0.0
Unbilled work	91,152	1.7	0	0.0
Other receivables	276,153	5.1	143,153	3.0
Less allowance for doubtful accounts	(26,575)	0.5	0	0.0
Total receivables, net	2,438,547	45.3	2,489,839	52.1
Inventories	369,250	6.9	0	0.0
Costs and recognized earnings in excess of billings on uncompleted contracts	194,118	3.6	99,175	2.1
Investments in construction joint ventures	3,240	0.1	959,834	20.1
Other current assets	281,678	5.2	70,926	1.5
Total current assets	3,963,304	73.6	3,850,547	80.6
Property, plant and equipment	3,387,017	62.9	328,625	6.9
Less accumulated depreciation	(2,066,012)	38.4	(140,649)	2.9
Property, plant and equipment, net	1,321,005	24.5	187,976	3.9
Other assets	98,894	1.8	736,422	15.4
Intangible assets	0	0.0	0	0.0
Total assets	$5,383,203	100.0 %	$4,774,945	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$405,325	7.5 %	$559,537	11.7 %
Accounts payable				
Trade, including currently due subcontractors	1,659,299	30.8	2,835,841	59.4
Subcontractor retainages	89,000	1.7	514,749	10.8
Other	7,158	0.1	248,948	5.2
Total accounts payable	1,755,457	32.6	3,599,538	75.4
Accrued expenses	188,910	3.5	42,697	0.9
Billings in excess of costs and recognized earnings on uncompleted contracts	239,778	4.5	371,251	7.8
Income taxes				
Current	40,785	0.8	29	0.0
Deferred	4,785	0.1	0	0.0
Total income taxes	45,570	0.8	29	0.0
Other current liabilities	29,223	0.5	0	0.0
Total current liabilities	2,664,263	49.5	4,573,052	95.8
Long-term debt, excluding current portion	143,737	2.7	26,273	0.6
Deferred income taxes	363,539	6.8	0	0.0
Other	10,328	0.2	19,030	0.4
Minority interests	0	0.0	0	0.0
Total liabilities	3,181,867	59.1	4,618,355	96.7
Net worth				
Stock, par value	12,222	0.2	4,700	0.1
Additional paid-in capital	500,183	9.3	85,333	1.8
Retained earnings	2,751,406	51.1	149,890	3.1
Treasury stock	(1,062,477)	19.7	(83,333)	1.7
Total net worth	2,201,336	40.9	156,590	3.3
Total liabilities and net worth	$5,383,203	100.0 %	$4,774,945	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$12,401,894	85.5 %	$19,700,317	99.6 %
Other revenue	$2,096,064	14.5	$85,273	0.4
Total revenue	14,497,758	100.0	19,785,590	100.0
Contract cost	(11,384,860)	78.5	(18,256,058)	92.3
Other cost	(1,821,861)	12.6	0	0.0
Total cost	(13,206,721)	91.1	(18,256,058)	92.3
Gross Profit	1,291,037	8.9	1,519,532	7.7
Selling, general and administrative expenses	(1,346,771)	9.3	(1,608,836)	8.1
Interest income	81,039	0.6	34,609	0.2
Interest expense	(59,084)	0.4	(103,042)	0.5
Other income (expense), net	113,230	0.8	(3,960)	0.0
Net earnings (loss) before taxes	79,451	0.5	(161,699)	0.8
Income taxes	(28,423)	0.2	560	0.0
Net earnings (loss)	$107,874	0.7 %	($161,139)	0.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	6
1990	3

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	0.8
Quick Ratio	1.2	0.6
Days of Cash	16.1	4.2
Work. Cap. Turnover	11.2	(27.4)
Profitability Ratios		
Return on Assets	2.0 %	-3.4 %
Return on Equity	4.9 %	-102.9 %
Times Interest Earned	2.3	(0.6)
Leverage Ratios		
Debt to Equity	1.4	29.5
Revenue to Equity	6.6	126.4
Asset Turnover	2.7	4.1
Fixed Asset Ratio	80.0 %	120.0 %
Equity to G & A Expenses	1.6	0.1
Underbillings to Equity	13.0 %	63.3 %
Average Backlog to Equity	2.7	124.8
Average Backlog to Working Capital	4.6	(27.1)
Average Months in Backlog	5.0	11.9
Efficiency Ratios		
Days in Accounts Receivable	51.3	45.3
Days in Inventory	10.1	0.0
Days in Accounts Payable	45.4	60.8
Operating Cycle	32.0	(11.3)

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
SOUTHEAST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents				
Marketable securities and short-term investments				
Receivables:				
Contract receivables currently due				
Retainages on contracts				
Unbilled work				
Other receivables				
Less allowance for doubtful accounts				
Total receivables, net				
Inventories				
Costs and recognized earnings in excess of billings on uncompleted contracts				
Investments in construction joint ventures				
Other current assets				
Total current assets				
Property, plant and equipment				
Less accumulated depreciation				
Property, plant and equipment, net				
Other assets				
Intangible assets				
Total assets				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt				
Accounts payable				
Trade, including currently due subcontractors				
Subcontractor retainages				
Other				
Total accounts payable				
Accrued expenses				
Billings in excess of costs and recognized earnings on uncompleted contracts				
Income taxes				
Current				
Deferred				
Total income taxes				
Other current liabilities				
Total current liabilities				
Long-term debt, excluding current portion				
Deferred income taxes				
Other				
Minority interests				
Total liabilities				
Net worth				
Stock, par value				
Additional paid-in capital				
Retained earnings				
Treasury stock				
Total net worth				
Total liabilities and net worth				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue				
Other revenue				
Total revenue				
Contract cost				
Other cost				
Total cost				
Gross Profit				
Selling, general and administrative expenses				
Interest income				
Interest expense				
Other income (expense), net				
Net earnings (loss) before taxes				
Income taxes				
Net earnings (loss)				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	2
1990	4

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio		
Quick Ratio		
Days of Cash		
Work. Cap. Turnover		
Profitability Ratios		
Return on Assets		
Return on Equity		
Times Interest Earned		
Leverage Ratios		
Debt to Equity		
Revenue to Equity		
Asset Turnover		
Fixed Asset Ratio		
Equity to G & A Expenses		
Underbillings to Equity		
Average Backlog to Equity		
Average Backlog to Working Capital		
Average Months in Backlog		
Efficiency Ratios		
Days in Accounts Receivable		
Days in Inventory		
Days in Accounts Payable		
Operating Cycle		

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
MIDWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$1,072,924	11.3 %	$174,414	3.5 %
Marketable securities and short-term investments	66,667	0.7	0	0.0
Receivables:				
Contract receivables currently due	2,884,152	30.4	1,935,327	38.7
Retainages on contracts	676,361	7.1	188,903	3.8
Unbilled work	2,328	0.0	0	0.0
Other receivables	221,627	2.3	249,312	5.0
Less allowance for doubtful accounts	(466)	0.0	0	0.0
Total receivables, net	3,784,002	39.9	2,373,542	47.5
Inventories	2,795,631	29.5	1,480,558	29.6
Costs and recognized earnings in excess of billings on uncompleted contracts	19,186	0.2	157,802	3.2
Investments in construction joint ventures	0	0.0	268,289	5.4
Other current assets	260,784	2.8	16,843	0.3
Total current assets	7,999,194	84.4	4,471,448	89.4
Property, plant and equipment	970,908	10.2	1,004,795	20.1
Less accumulated depreciation	(588,300)	6.2	(543,987)	10.9
Property, plant and equipment, net	382,608	4.0	460,808	9.2
Other assets	1,097,900	11.6	67,134	1.3
Intangible assets	0	0.0	79	0.0
Total assets	$9,479,702	100.0 %	$4,999,469	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$643,258	6.8 %	$100,017	2.0 %
Accounts payable				
Trade, including currently due subcontractors	2,169,486	22.9	1,524,972	30.5
Subcontractor retainages	1,348,022	14.2	294,840	5.9
Other	51,059	0.5	937,663	18.8
Total accounts payable	3,568,547	37.6	2,757,275	55.2
Accrued expenses	71,437	0.8	123,906	2.5
Billings in excess of costs and recognized earnings on uncompleted contracts	121,645	1.3	227,431	4.5
Income taxes				
Current	0	0.0	0	0.0
Deferred	0	0.0	0	0.0
Total income taxes	0	0.0	0	0.0
Other current liabilities	324,645	3.4	13,439	0.3
Total current liabilities	4,729,542	49.9	3,222,068	64.4
Long-term debt, excluding current portion	728,345	7.7	2,073	0.0
Deferred income taxes	0	0.0	0	0.0
Other	0	0.0	0	0.0
Minority interests	0	0.0	0	0.0
Total liabilities	5,457,887	57.6	3,224,141	64.5
Net worth				
Stock, par value	98,955	1.0	52,587	1.1
Additional paid-in capital	237,444	2.5	717,511	14.4
Retained earnings	3,685,416	38.9	1,005,250	20.1
Treasury stock	0	0.0	0	0.0
Total net worth	4,021,815	42.4	1,775,328	35.5
Total liabilities and net worth	$9,479,702	100.0 %	$4,999,469	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$25,604,724	100.0 %	$16,048,540	99.2 %
Other revenue	$0	0.0	$130,000	0.8
Total revenue	25,604,724	100.0	16,178,540	100.0
Contract cost	(22,668,575)	88.5	(15,018,666)	92.8
Other cost	0	0.0	0	0.0
Total cost	(22,668,575)	88.5	(15,018,666)	92.8
Gross Profit	2,936,149	11.5	1,159,874	7.2
Selling, general and administrative expenses	(2,055,833)	8.0	(647,530)	4.0
Interest income	210,845	0.8	33,402	0.2
Interest expense	(21,720)	0.1	(32,971)	0.2
Other income (expense), net	3,419	0.0	(273,664)	1.7
Net earnings (loss) before taxes	1,072,860	4.2	239,111	1.5
Income taxes	(17,143)	0.1	0	0.0
Net earnings (loss)	$1,055,717	4.1 %	$239,111	1.5 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	3
1990	2

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.7	1.4
Quick Ratio	1.0	0.8
Days of Cash	15.1	3.9
Work. Cap. Turnover	7.8	12.9
Profitability Ratios		
Return on Assets	11.1 %	4.8 %
Return on Equity	26.2 %	13.5 %
Times Interest Earned	50.4	8.3
Leverage Ratios		
Debt to Equity	1.4	1.8
Revenue to Equity	6.4	9.1
Asset Turnover	2.7	3.2
Fixed Asset Ratio	9.5 %	26.0 %
Equity to G & A Expenses	2.0	2.7
Underbillings to Equity	0.5 %	8.9 %
Average Backlog to Equity	2.7	14.1
Average Backlog to Working Capital	3.4	20.0
Average Months in Backlog	5.2	18.5
Efficiency Ratios		
Days in Accounts Receivable	43.7	48.6
Days in Inventory	44.4	35.5
Days in Accounts Payable	35.3	59.0
Operating Cycle	87.9	29.0

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
SOUTHWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents				
Marketable securities and short-term investments				
Receivables:				
Contract receivables currently due				
Retainages on contracts				
Unbilled work				
Other receivables				
Less allowance for doubtful accounts				
Total receivables, net				
Inventories				
Costs and recognized earnings in excess of billings on uncompleted contracts				
Investments in construction joint ventures				
Other current assets				
Total current assets				
Property, plant and equipment				
Less accumulated depreciation				
Property, plant and equipment, net				
Other assets				
Intangible assets				
Total assets				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt				
Accounts payable				
Trade, including currently due subcontractors				
Subcontractor retainages				
Other				
Total accounts payable				
Accrued expenses				
Billings in excess of costs and recognized earnings on uncompleted contracts				
Income taxes				
Current				
Deferred				
Total income taxes				
Other current liabilities				
Total current liabilities				
Long-term debt, excluding current portion				
Deferred income taxes				
Other				
Minority interests				
Total liabilities				
Net worth				
Stock, par value				
Additional paid-in capital				
Retained earnings				
Treasury stock				
Total net worth				
Total liabilities and net worth				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue				
Other revenue				
Total revenue				
Contract cost				
Other cost				
Total cost				
Gross Profit				
Selling, general and administrative expenses				
Interest income				
Interest expense				
Other income (expense), net				
Net earnings (loss) before taxes				
Income taxes				
Net earnings (loss)				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	1
1990	0

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio		
Quick Ratio		
Days of Cash		
Work. Cap. Turnover		
Profitability Ratios		
Return on Assets		
Return on Equity		
Times Interest Earned		
Leverage Ratios		
Debt to Equity		
Revenue to Equity		
Asset Turnover		
Fixed Asset Ratio		
Equity to G & A Expenses		
Underbillings to Equity		
Average Backlog to Equity		
Average Backlog to Working Capital		
Average Months in Backlog		
Efficiency Ratios		
Days in Accounts Receivable		
Days in Inventory		
Days in Accounts Payable		
Operating Cycle		

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
WEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents				
Marketable securities and short-term investments				
Receivables:				
Contract receivables currently due				
Retainages on contracts				
Unbilled work				
Other receivables				
Less allowance for doubtful accounts				
Total receivables, net				
Inventories				
Costs and recognized earnings in excess of billings on uncompleted contracts				
Investments in construction joint ventures				
Other current assets				
Total current assets				
Property, plant and equipment				
Less accumulated depreciation				
Property, plant and equipment, net				
Other assets				
Intangible assets				
Total assets				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt				
Accounts payable				
Trade, including currently due subcontractors				
Subcontractor retainages				
Other				
Total accounts payable				
Accrued expenses				
Billings in excess of costs and recognized earnings on uncompleted contracts				
Income taxes				
Current				
Deferred				
Total income taxes				
Other current liabilities				
Total current liabilities				
Long-term debt, excluding current portion				
Deferred income taxes				
Other				
Minority interests				
Total liabilities				
Net worth				
Stock, par value				
Additional paid-in capital				
Retained earnings				
Treasury stock				
Total net worth				
Total liabilities and net worth				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue				
Other revenue				
Total revenue				
Contract cost				
Other cost				
Total cost				
Gross Profit				
Selling, general and administrative expenses				
Interest income				
Interest expense				
Other income (expense), net				
Net earnings (loss) before taxes				
Income taxes				
Net earnings (loss)				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	2
1990	6

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio		
Quick Ratio		
Days of Cash		
Work. Cap. Turnover		
Profitability Ratios		
Return on Assets		
Return on Equity		
Times Interest Earned		
Leverage Ratios		
Debt to Equity		
Revenue to Equity		
Asset Turnover		
Fixed Asset Ratio		
Equity to G & A Expenses		
Underbillings to Equity		
Average Backlog to Equity		
Average Backlog to Working Capital		
Average Months in Backlog		
Efficiency Ratios		
Days in Accounts Receivable		
Days in Inventory		
Days in Accounts Payable		
Operating Cycle		

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
FARWEST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$2,523,114	13.7 %	$2,484,019	6.5 %
Marketable securities and short-term investments	0	0.0	107,355	0.3
Receivables:				
Contract receivables currently due	2,421,305	13.1	1,600,060	4.2
Retainages on contracts	477,742	2.6	270,909	0.7
Unbilled work	38,251	0.2	55,161	0.1
Other receivables	638,297	3.5	1,793,926	4.7
Less allowance for doubtful accounts	(7,514)	0.0	(9,031)	0.0
Total receivables, net	3,568,101	19.4	3,711,945	9.7
Inventories	8,023,829	32.7	16,637,992	43.6
Costs and recognized earnings in excess of billings on uncompleted contracts	244,865	1.3	224,800	0.6
Investments in construction joint ventures	135,978	0.7	2,716,803	7.1
Other current assets	187,666	1.0	170,082	0.4
Total current assets	12,683,346	68.8	26,052,096	68.2
Property, plant and equipment	5,112,832	27.7	13,894,927	36.4
Less accumulated depreciation	(2,085,802)	11.3	(2,499,230)	6.5
Property, plant and equipment, net	3,027,230	16.4	11,395,692	29.9
Other assets	2,674,827	14.5	677,188	1.8
Intangible assets	53,747	0.3	60,579	0.2
Total assets	$18,439,150	100.0 %	$38,165,555	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$760,753	4.1 %	$8,143,985	21.3 %
Accounts payable				
Trade, including currently due subcontractors	2,750,199	14.9	2,128,626	5.6
Subcontractor retainages	406,181	2.2	136,094	0.4
Other	19,721	0.1	23,423	0.1
Total accounts payable	3,176,101	17.2	2,288,143	6.0
Accrued expenses	286,941	1.6	1,593,075	4.2
Billings in excess of costs and recognized earnings on uncompleted contracts	716,616	3.9	918,560	2.4
Income taxes				
Current	132,384	0.7	37,238	0.1
Deferred	138,786	0.8	123,217	0.3
Total income taxes	271,170	1.5	160,455	0.4
Other current liabilities	3,154,384	17.1	131,906	0.3
Total current liabilities	8,365,965	45.4	13,232,124	34.7
Long-term debt, excluding current portion	3,361,409	18.2	8,441,523	22.1
Deferred income taxes	13,755	0.1	1,748,856	4.6
Other	156,889	0.9	93,701	0.2
Minority interests	0	0.0	729,910	1.9
Total liabilities	11,898,018	64.5	24,246,114	63.5
Net worth				
Stock, par value	546,769	3.0	1,334,302	3.5
Additional paid-in capital	287,108	1.6	1,018,631	2.7
Retained earnings	5,825,112	31.6	12,027,950	31.5
Treasury stock	(117,857)	0.6	(461,442)	1.2
Total net worth	6,541,132	35.5	13,919,441	36.5
Total liabilities and net worth	$18,439,150	100.0 %	$38,165,555	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$27,695,302	97.5 %	$22,447,256	50.8 %
Other revenue	$736,467	2.5	$21,744,983	49.2
Total revenue	28,401,769	100.0	44,192,239	100.0
Contract cost	(23,579,380)	83.0	(16,440,888)	37.2
Other cost	(290,577)	1.0	(14,036,426)	31.8
Total cost	(23,869,957)	84.0	(30,477,314)	69.0
Gross Profit	4,532,812	16.0	13,714,925	31.0
Selling, general and administrative expenses	(2,117,358)	7.5	(4,989,407)	11.3
Interest income	248,741	0.9	479,358	1.1
Interest expense	(534,107)	1.9	(791,955)	1.8
Other income (expense), net	195,044	0.7	(2,290,477)	5.2
Net earnings (loss) before taxes	2,325,132	8.2	6,122,442	13.9
Income taxes	(297,613)	1.0	(638,517)	1.4
Net earnings (loss)	$2,027,519	7.1 %	$5,483,925	12.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	11
1990	18

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	2.0
Quick Ratio	0.7	0.5
Days of Cash	32.0	20.1
Work. Cap. Turnover	6.6	3.5
Profitability Ratios		
Return on Assets	11.0 %	14.4 %
Return on Equity	31.0 %	39.4 %
Times Interest Earned	5.4	8.7
Leverage Ratios		
Debt to Equity	1.8	1.7
Revenue to Equity	4.3	3.2
Asset Turnover	1.5	1.2
Fixed Asset Ratio	46.3 %	61.9 %
Equity to G & A Expenses	3.1	2.8
Underbillings to Equity	4.3 %	2.0 %
Average Backlog to Equity	4.2	1.1
Average Backlog to Working Capital	6.4	1.2
Average Months in Backlog	11.7	4.2
Efficiency Ratios		
Days in Accounts Receivable	38.7	27.6
Days in Inventory	90.9	198.5
Days in Accounts Payable	41.8	35.4
Operating Cycle	119.7	218.8

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SELECTED SIZE FINANCIAL DATA

Single Family and Residential Contractors

	All Companies	Less than $10 Million	Over $10 Million
Number of Companies	25	5	20
Assets	$12,837	$2,078	$15,526
Liabilities	8,696	1,428	10,513
Net Worth	4,141	651	5,013
% Net Worth to Assets	32.3	31.3	32.3
Revenues	22,635	6,430	27,496
Gross Profit	3,315	1,118	3,974
% Gross Profit	14.6	17.4	14.5
G&A Expenses	2,012	743	2,393
% to Revenue	8.9	11.6	8.7
Net Income	1,104	404	1,314
% Net Income	4.9	6.3	4.8
Current Ratio	1.4	1.5	1.4
Return on Assets (%)	8.6	19.4	8.5
Return on Equity (%)	26.7	62.1	26.2

Note: All $ amounts are in thousands

Discussion and Analysis

The majority of companies (80%) in this group are included in the category with annual revenue over $10 million with the composite revenue of these 20 companies being $27.5 million. Net worth to assets (32.3%) represents a strong financial position for these companies. The gross profit percentage (14.5%) and net income percentage (4.8%) are slightly lower than the composite percentages for all Single Family and Residential contractors as a group. In comparison, the gross profit percentage and net income percentage decreased 12.3% and 5.6%, respectively, from 1990. Return on assets and return on equity also experienced a decline from 13.1% and 37.3% in 1990 to 8.5% and 26.2% in 1991.

The remaining companies in this group have annual contract volume of less than $10 million. These companies are approximately one sixth the size of the composite Single Family and Residential contractor and have an annual volume of approximately 28% of the composite company. Net income percentages for these smaller companies increased by approximately 2.7% from 1990, which is contributable to the 2.6% decline in the G & A expense percentage.

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
LESS THAN $10 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$215,700	10.4 %	$552,846	17.5 %
Marketable securities and short-term investments	149,359	7.2	182,835	5.8
Receivables:				
Contract receivables currently due	948,814	45.6	621,374	19.6
Retainages on contracts	63,079	3.0	96,041	3.0
Unbilled work	217,913	10.5	16,791	0.5
Other receivables	37,389	1.8	264,126	8.3
Less allowance for doubtful accounts	(8,019)	0.4	0	0.0
Total receivables, net	1,258,976	60.6	998,332	31.5
Inventories	169,861	8.2	979,843	31.0
Costs and recognized earnings in excess of billings on uncompleted contracts	71,919	3.5	27,719	0.9
Investments in construction joint ventures	3,680	0.2	154,532	4.9
Other current assets	11,907	0.6	48,134	1.5
Total current assets	1,881,810	90.5	2,944,041	93.0
Property, plant and equipment	274,239	13.2	321,747	10.2
Less accumulated depreciation	(116,781)	5.6	(103,008)	3.3
Property, plant and equipment, net	157,458	7.6	218,739	6.9
Other assets	28,038	1.3	1,870	0.1
Intangible assets	11,313	0.5	21	0.0

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$188,609	9.1 %	$290,398	9.2 %
Accounts payable				
Trade, including currently due subcontractors	651,638	31.4	461,410	14.6
Subcontractor retainages	1,373	0.1	36,282	1.1
Other	155,103	7.5	412,552	13.0
Total accounts payable	808,112	38.9	910,244	28.8
Accrued expenses	60,159	2.9	60,999	1.9
Billings in excess of costs and recognized earnings on uncompleted contracts	90,178	4.3	208,310	6.6
Income taxes				
Current	3,819	0.2	0	0.0
Deferred	0	0.0	60,033	1.9
Total income taxes	3,819	0.2	60,033	1.9
Other current liabilities	118,139	5.7	7,871	0.2
Total current liabilities	1,269,014	61.1	1,537,855	48.6
Long-term debt, excluding current portion	95,284	4.6	111,474	3.5
Deferred income taxes	57,246	2.8	0	0.0
Other	6,306	0.3	0	0.0
Minority interests	0	0.0	0	0.0
Total liabilities	1,427,850	68.7	1,649,329	52.1
Net worth				
Stock, par value	19,721	0.9	172,881	5.5
Additional paid-in capital	156,764	7.5	252,968	8.0
Retained earnings	480,886	23.1	1,089,503	34.4
Treasury stock	(5,802)	0.3	0	0.0
Total net worth	650,569	31.3	1,515,342	47.9
Total assets	$2,078,419	100.0 %	$3,164,671	100.0 %
Total liabilities and net worth	$2,078,419	100.0 %	$3,164,671	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$5,794,407	90.1 %	$3,778,452	97.8 %
Other revenue	$635,260	9.9	$85,875	2.2
Total revenue	6,429,667	100.0	3,864,327	100.0
Contract cost	(4,777,233)	74.3	(3,075,183)	79.6
Other cost	(534,297)	8.3	(43,656)	1.1
Total cost	(5,311,530)	82.6	(3,118,839)	80.7
Gross Profit	1,118,137	17.4	745,488	19.3
Selling, general and administrative expenses	(742,881)	11.6	(547,774)	14.2
Interest income	26,316	0.4	40,362	1.0
Interest expense	(31,696)	0.5	(20,352)	0.5
Other income (expense), net	101,760	1.6	(76,908)	2.0
Net earnings (loss) before taxes	471,636	7.3	140,816	3.6
Income taxes	(67,506)	1.0	(2,479)	0.1
Net earnings (loss)	$404,130	6.3 %	$138,337	3.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	5
1990	11

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.9
Quick Ratio	1.3	1.1
Days of Cash	12.1	51.5
Work. Cap. Turnover	10.5	2.7
Profitability Ratios		
Return on Assets	19.4 %	4.4 %
Return on Equity	62.1 %	9.1 %
Times Interest Earned	15.9	7.9
Leverage Ratios		
Debt to Equity	2.2	1.1
Revenue to Equity	9.9	2.6
Asset Turnover	3.1	1.2
Fixed Asset Ratio	24.2 %	14.4 %
Equity to G & A Expenses	0.9	2.8
Underbillings to Equity	44.6 %	2.9 %
Average Backlog to Equity	6.4	6.4
Average Backlog to Working Capital	9.8	9.0
Average Months in Backlog	7.7	39.5
Efficiency Ratios		
Days in Accounts Receivable	54.8	82.5
Days in Inventory	11.5	113.1
Days in Accounts Payable	54.7	100.9
Operating Cycle	23.7	145.2

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SINGLE FAMILY AND RESIDENTIAL CONTRACTORS
OVER $10 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$1,739,453	11.2 %	$2,108,600	6.2 %
Marketable securities and short-term investments	10,000	0.1	91,276	0.3
Receivables:				
Contract receivables currently due	2,535,822	16.3	2,306,672	6.8
Retainages on contracts	496,679	3.2	314,719	0.9
Unbilled work	21,388	0.1	43,744	0.1
Other receivables	531,866	3.4	1,532,023	4.5
Less allowance for doubtful accounts	(19,003)	0.1	(8,437)	0.0
Total receivables, net	3,566,752	23.0	4,188,721	12.3
Inventories	5,588,127	36.0	14,170,930	41.7
Costs and recognized earnings in excess of billings on uncompleted contracts	182,408	1.2	227,294	0.7
Investments in construction joint ventures	86,188	0.6	2,486,687	7.3
Other current assets	249,084	1.6	155,077	0.5
Total current assets	11,422,010	73.6	23,408,585	68.9
Property, plant and equipment	3,927,620	25.3	12,115,186	35.7
Less accumulated depreciation	(1,717,514)	11.1	(2,289,368)	6.7
Property, plant and equipment, net	2,210,106	14.2	9,825,818	28.9
Other assets	1,864,643	12.0	691,002	2.0
Intangible assets	29,561	0.2	57,585	0.2
Total assets	$15,526,320	100.0 %	$33,982,990	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$1,267,074	8.2 %	$6,479,840	19.1 %
Accounts payable				
Trade, including currently due subcontractors	2,658,776	17.1	2,873,973	7.9
Subcontractor retainages	504,076	3.2	427,862	1.3
Other	20,152	0.1	54,310	0.2
Total accounts payable	3,183,004	20.5	3,155,845	9.3
Accrued expenses	224,993	1.4	1,217,627	3.6
Billings in excess of costs and recognized earnings on uncompleted contracts	1,383,347	8.9	796,454	2.3
Income taxes				
Current	90,992	0.6	33,543	0.1
Deferred	83,718	0.5	91,786	0.3
Total income taxes	174,710	1.1	125,329	0.4
Other current liabilities	1,797,484	11.6	110,310	0.3
Total current liabilities	8,030,612	51.7	11,885,405	35.0
Long-term debt, excluding current portion	2,290,882	14.8	7,779,583	22.9
Deferred income taxes	103,865	0.7	1,637,110	4.8
Other	87,813	0.6	89,540	0.2
Minority interests	0	0.0	687,903	2.0
Total liabilities	10,512,972	67.7	22,058,541	64.9
Net worth				
Stock, par value	727,344	4.7	780,238	2.3
Additional paid-in capital	329,487	2.1	688,807	2.0
Retained earnings	4,537,840	29.2	10,818,357	31.2
Treasury stock	(581,323)	3.7	(160,953)	0.5
Total net worth	5,013,348	32.3	11,924,449	35.1
Total liabilities and net worth	$15,526,320	100.0 %	$33,982,990	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$26,626,818	96.8 %	$25,128,204	58.8 %
Other revenue	$869,270	3.2	$17,614,910	41.2
Total revenue	27,496,088	100.0	42,743,114	100.0
Contract cost	(22,903,032)	83.3	(19,948,341)	46.7
Other cost	(619,300)	2.3	(11,346,190)	26.5
Total cost	(23,522,332)	85.5	(31,294,531)	73.2
Gross Profit	3,973,756	14.5	11,448,583	26.8
Selling, general and administrative expenses	(2,393,081)	8.7	(4,591,659)	10.7
Interest income	208,480	0.8	393,927	0.9
Interest expense	(431,957)	1.6	(633,485)	1.5
Other income (expense), net	50,989	0.2	(1,652,071)	3.9
Net earnings (loss) before taxes	1,408,187	5.1	4,965,295	11.6
Income taxes	(94,111)	0.3	(516,442)	1.2
Net earnings (loss)	$1,314,076	4.8 %	$4,448,853	10.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	20
1990	21

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	2.0
Quick Ratio	0.7	0.5
Days of Cash	22.8	17.8
Work. Cap. Turnover	8.1	3.7
Profitability Ratios		
Return on Assets	8.5 %	13.1 %
Return on Equity	26.2 %	37.3 %
Times Interest Earned	4.3	8.8
Leverage Ratios		
Debt to Equity	2.1	1.8
Revenue to Equity	5.5	3.6
Asset Turnover	1.8	1.3
Fixed Asset Ratio	44.1 %	82.4 %
Equity to G & A Expenses	2.1	2.6
Underbillings to Equity	4.1 %	2.3 %
Average Backlog to Equity	4.0	9.0
Average Backlog to Working Capital	5.9	9.4
Average Months in Backlog	8.8	8.6
Efficiency Ratios		
Days in Accounts Receivable	39.9	32.3
Days in Inventory	85.5	163.0
Days in Accounts Payable	41.0	31.4
Operating Cycle	107.2	181.7

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SPECIALTY TRADE CONTRACTORS

SPECIALTY TRADES CONTRACTORS

Foreword

Of the 804 survey respondents, 241 or 30% represented Specialty Trades contractors. The Specialty Trades contractor classification represents the second largest number of companies in the survey. This group of contractors include all contractors performing work in seventeen different SIC codes. The individual SIC codes included are as follows:

Code	Description	Code	Description
1711	Plumbing, heating, air conditioning	1761	Roofing and sheet metal work
1721	Painting, paper hanging, decorating	1771	Concrete work
1731	Electrical work	1781	Water well drilling
1741	Masonry and other stonework	1791	Structural steel erection
1742	Plastering, drywall and insulation	1793	Glass and glazing work
1743	Terrazzo, tile,marble,mosaic work	1794	Excavating and foundation work
1799	Special trade contractors	1795	Wrecking and demolition work
1751	Carpentry	1796	Installing building equipment
1752	Floor laying and floor work	1799	Special Trade Contractors

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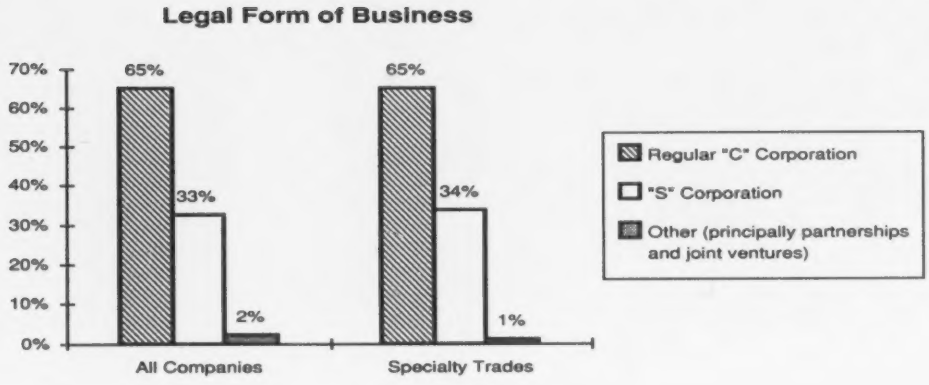
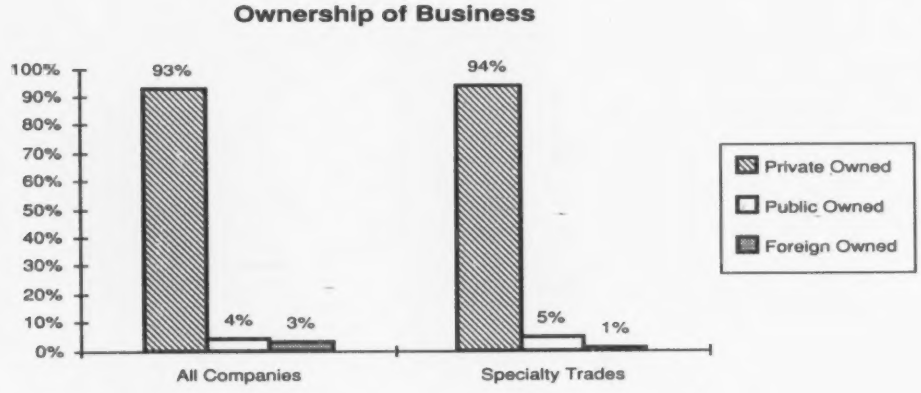
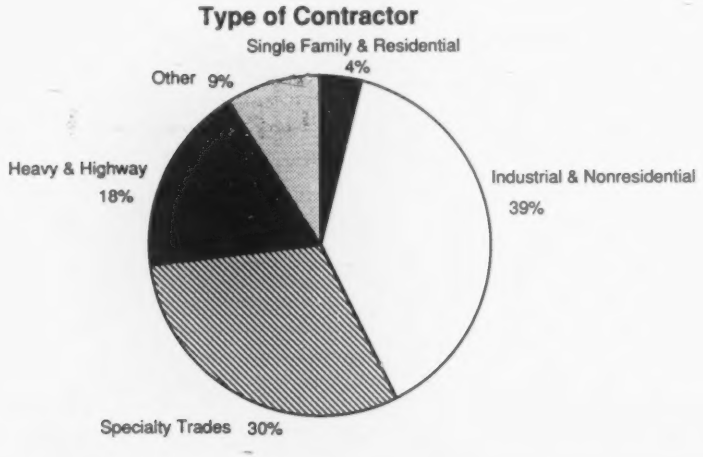
CORPORATE PROFILE







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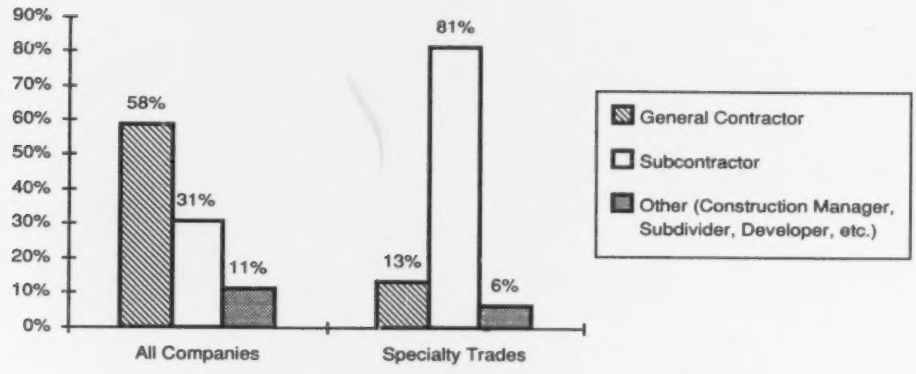
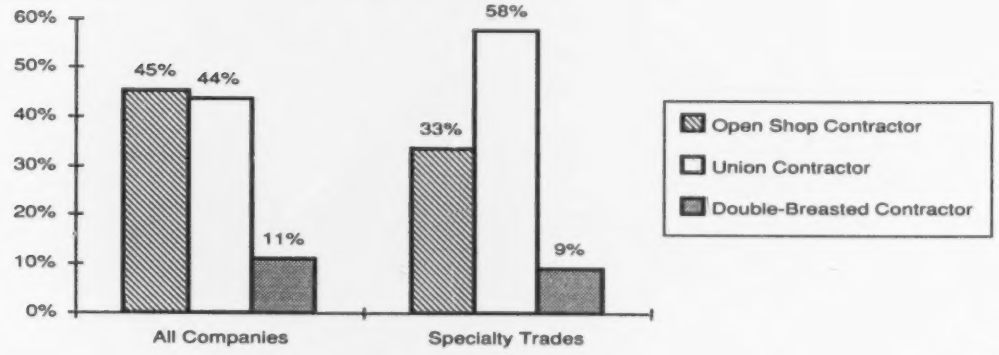
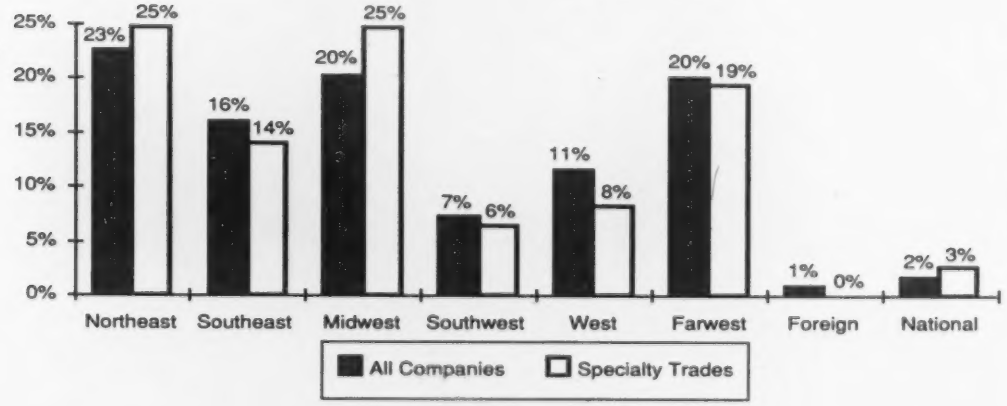
Role of Contractor



Union/Open Shop Contractors



Location of Work by Region



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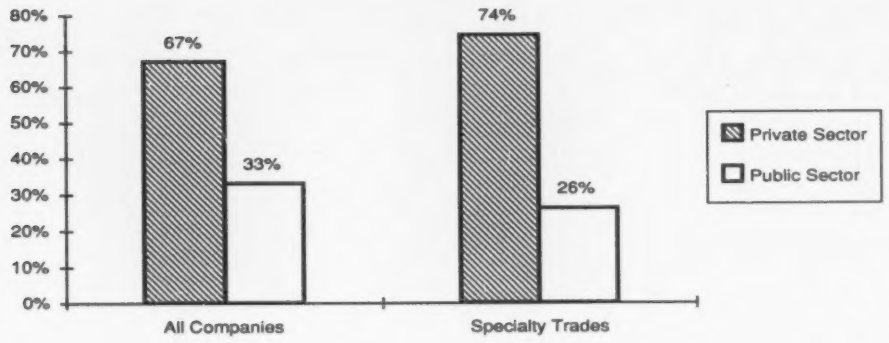
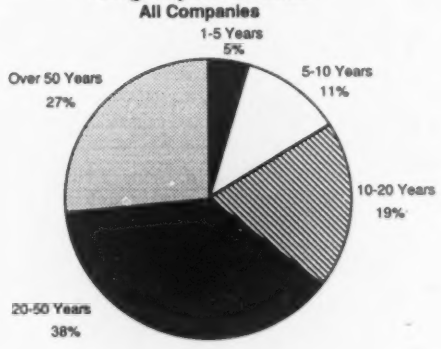
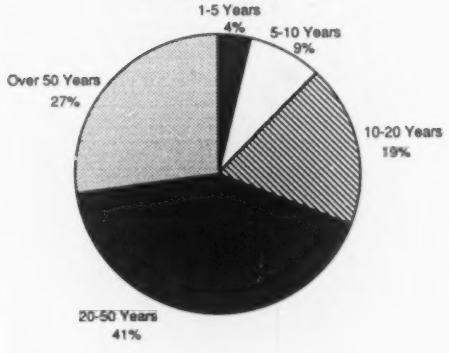
Source of Work



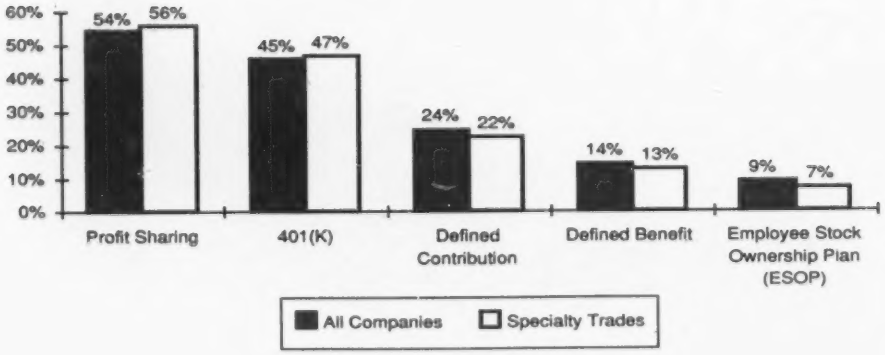
Longevity of Business
All Companies



Longevity of Business
Specialty Trades



Employee Benefit Plans
(Salaried Employees)



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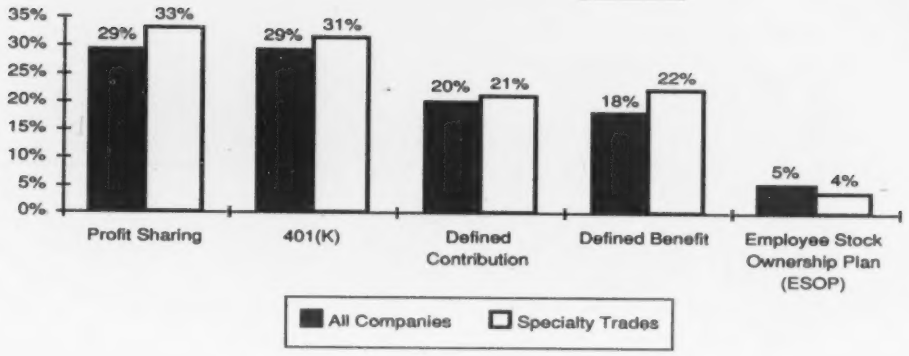
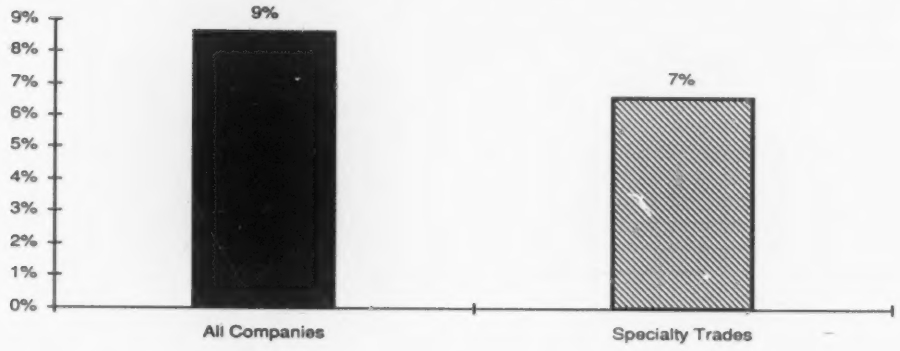
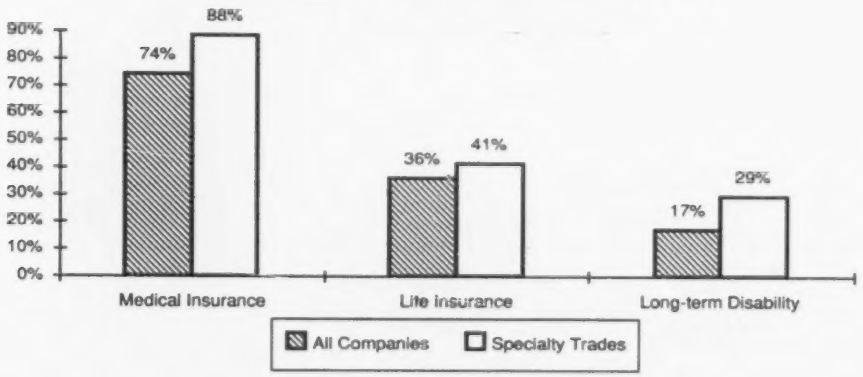
Employee Benefit Plans
(Hourly Employees)



Companies with Post-Retirement Benefits



Types of Post Retirement Benefits
(For Companies which provide Post-Retirement Benefits)



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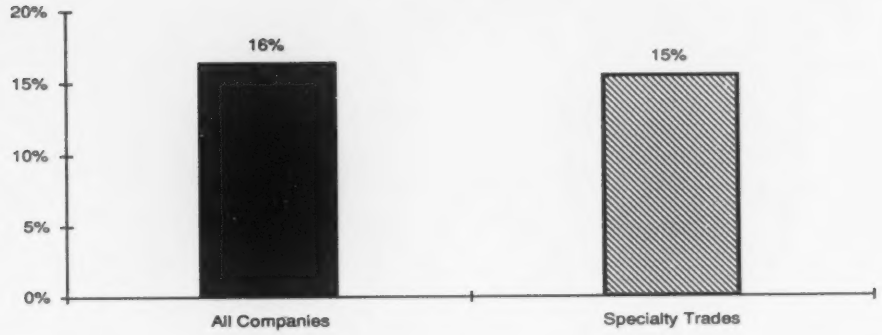
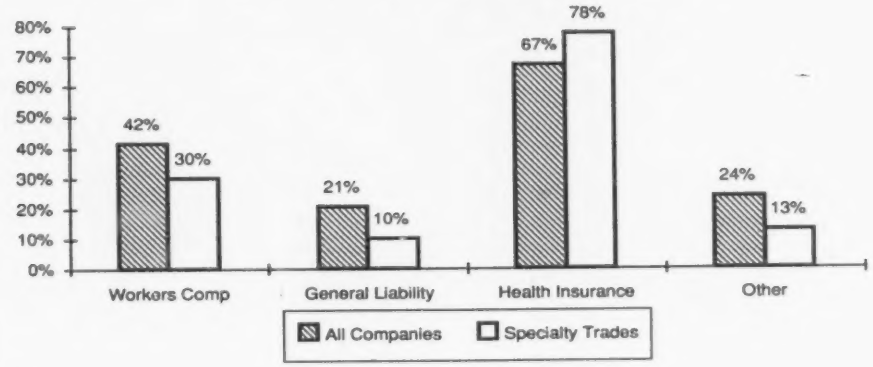
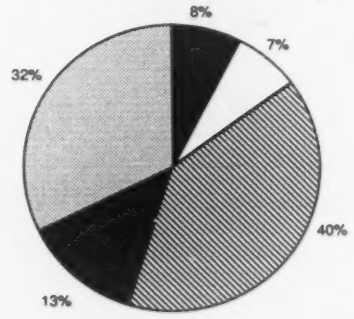
Companies which are Self-Insured

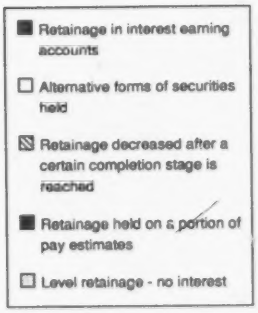


Areas of Self-Insurance
(For Companies which are Self-Insured)

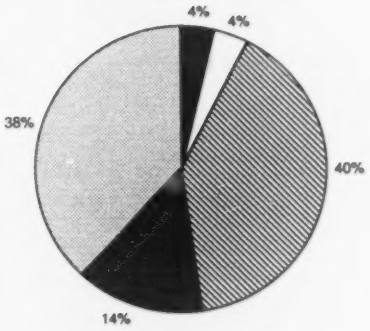


Types of Contract Retainage
All Companies




Retainage in interest earning accounts
Alternative forms of securities held
Retainage decreased after a certain completion stage is reached
Retainage held on a portion of pay estimates
Level retainage - no interest

Types of Contract Retainage
Specialty Trades



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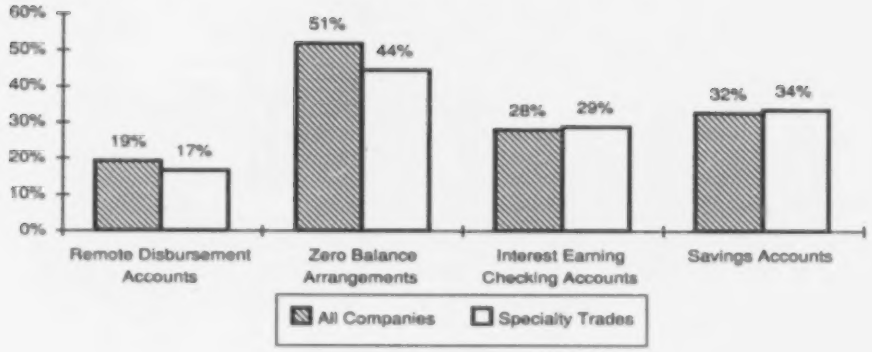
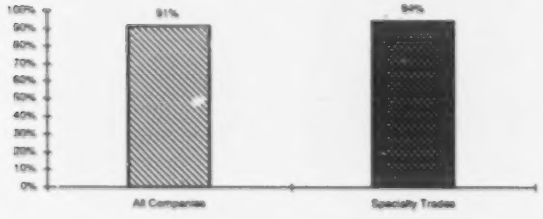
Cash Management



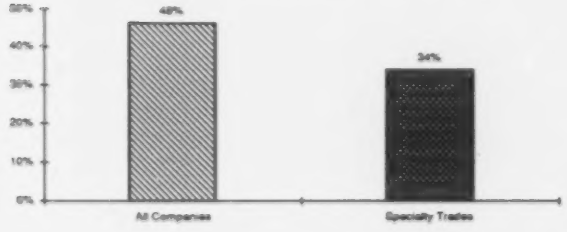
Bonuses

	Bonuses Determined by:			
Applicable to:	**Discretionary**	**Goal Attainment**	**Formula**	**Other**
Corporate execs	67%	14%	18%	1%
Project Mgrs	61%	19%	18%	2%
Project Supers	67%	16%	15%	2%
Estimators	72%	13%	14%	1%

Percentage of Companies that Perform Bonded Work



Percentage of Contract Revenue that is Bonded
(For Companies that Perform Bonded Work)



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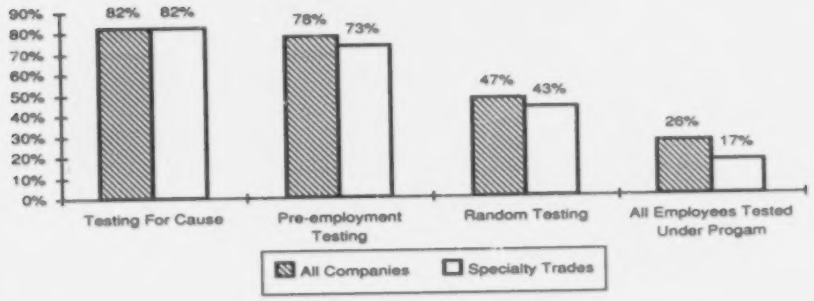
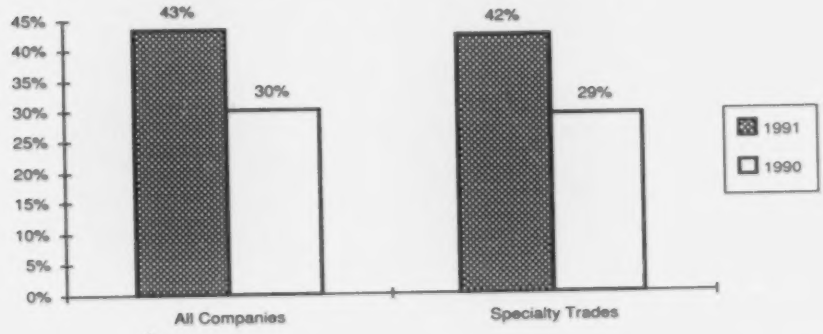
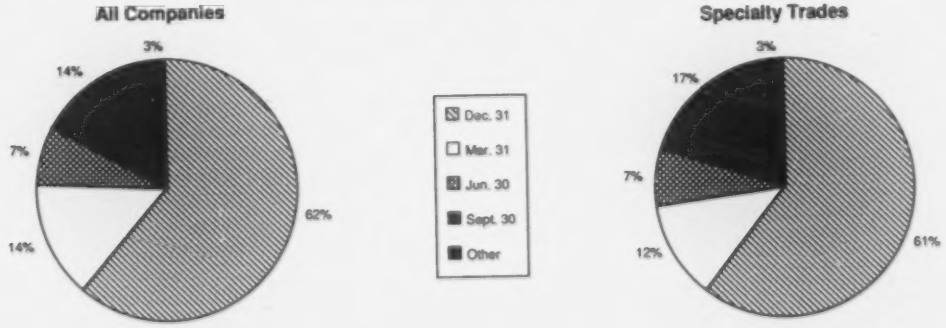
Methods of Substance Abuse Testing
(For Companies with Testing Programs)



Companies with Substance Abuse Testing Programs



Corporate Fiscal Year-End



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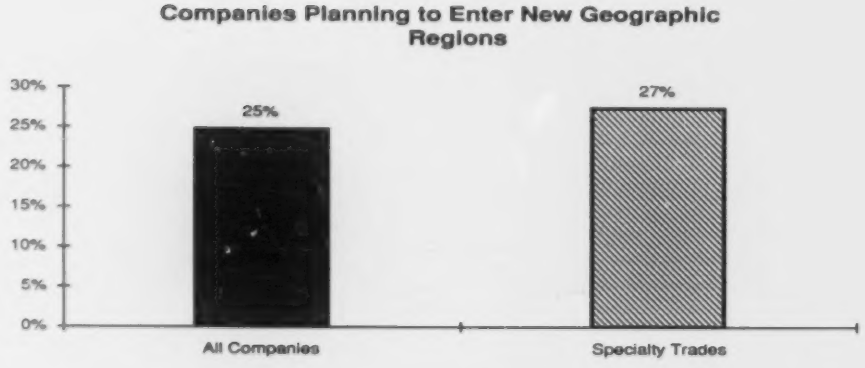
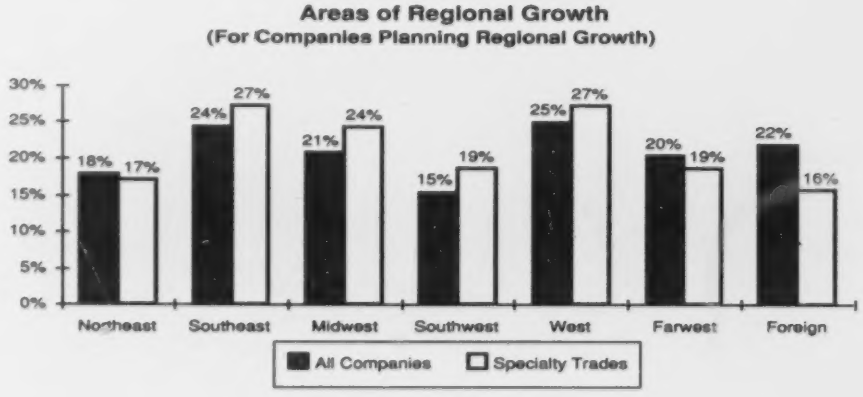
OPINIONS





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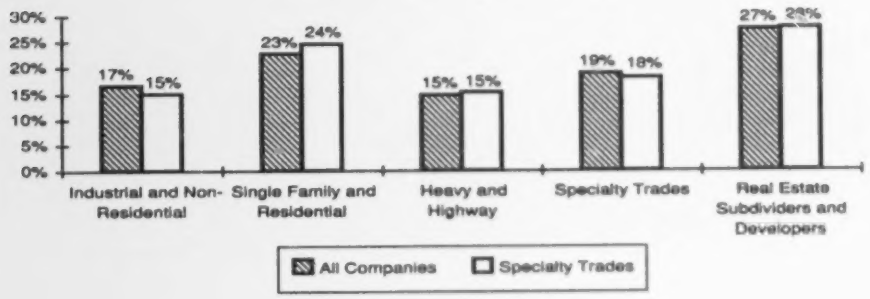
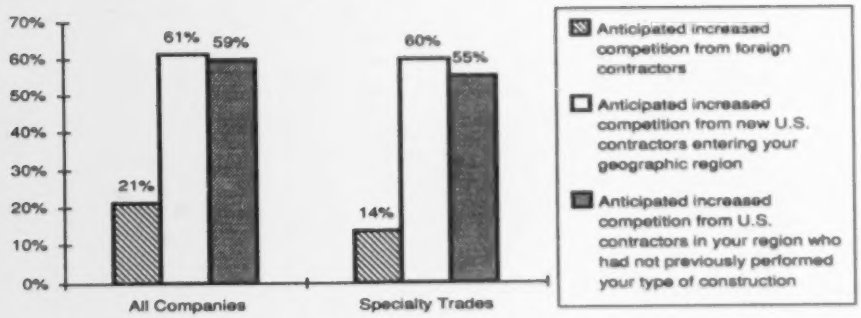
Percentage of Participants Estimating Future Growth in the Construction Markets



Anticipated Future Competition



Top Five Areas of Most Challenge in the Next Five Years

	Percent of Companies Selecting Area
Insurance (Workers comp, medical, life, etc.)	86%
Litigation	38%
Manpower Needs	37%
Financing Costs	31%
Other Federal Legislation	24%

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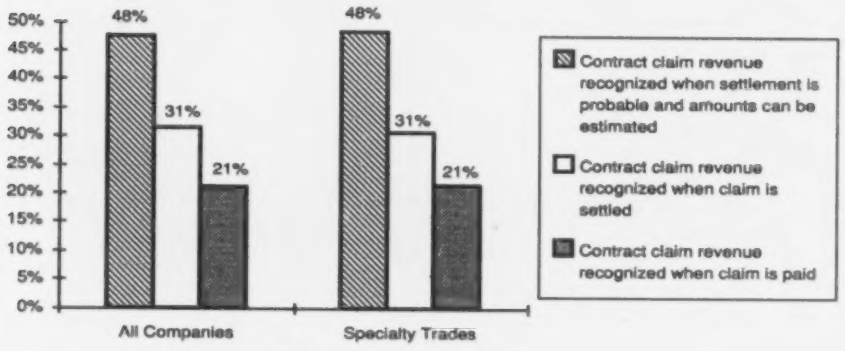
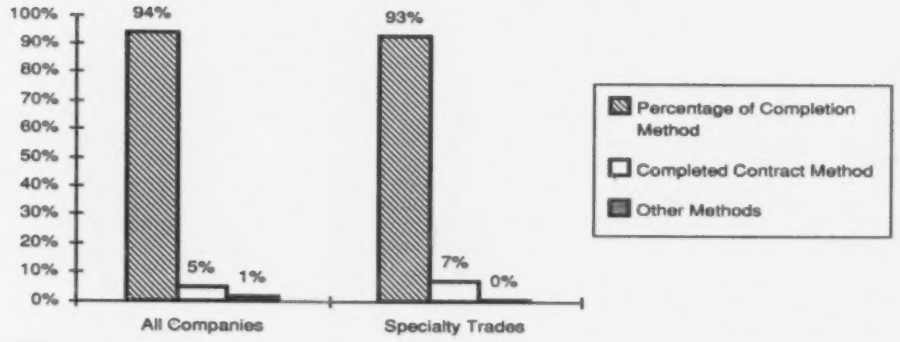
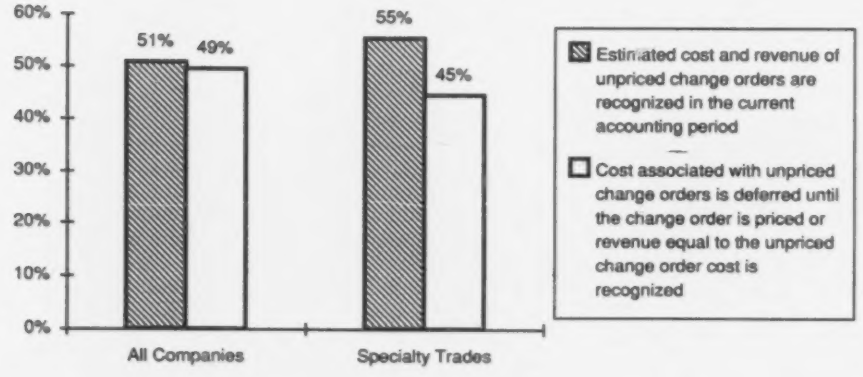
Contract Claim Revenue Recognition



Contract Revenue Recognition



Unpriced Change Order Cost



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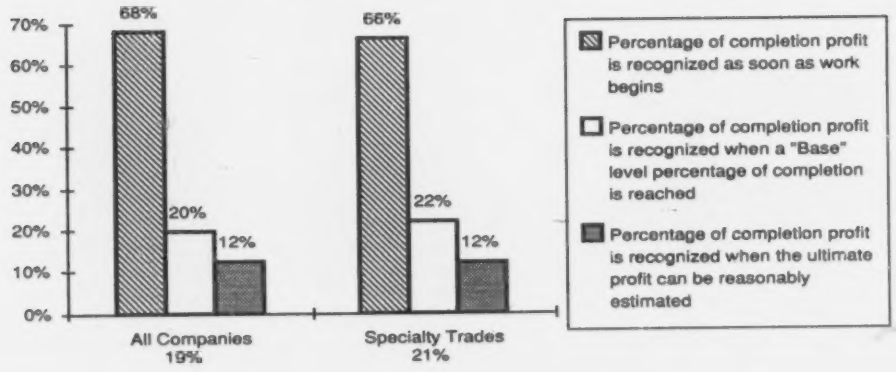
Profit Recognition Practices

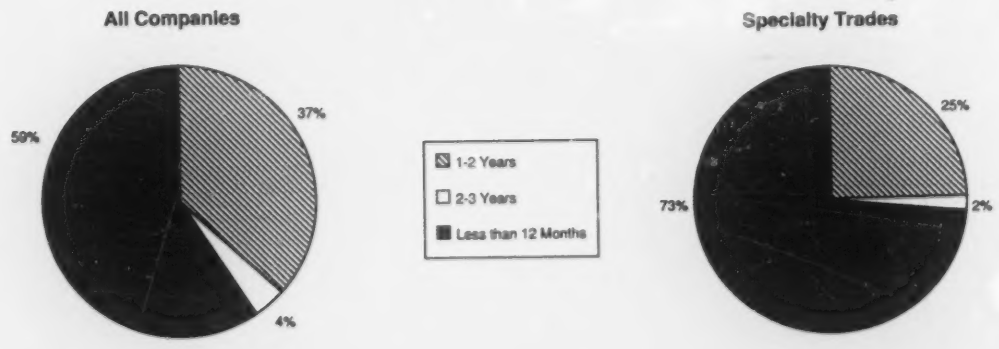


The percentages below the names represent the average "base" level of percentage completion at which contract profit recognition begins for those companies using such accounting policy.

Types of Contracts

Type of Contract	Percentage of Work Performed	
	All Companies	Specialty Trades
Fixed Price	59%	74%
Cost Plus-Guaranteed Maximum	12%	3%
Cost Plus	7%	3%
Time and Materials	7%	12%
Construction Management	3%	1%
Unit Price	11%	7%
Others	1%	0%
Total	100%	100%

LENGTH OF CONTRACT



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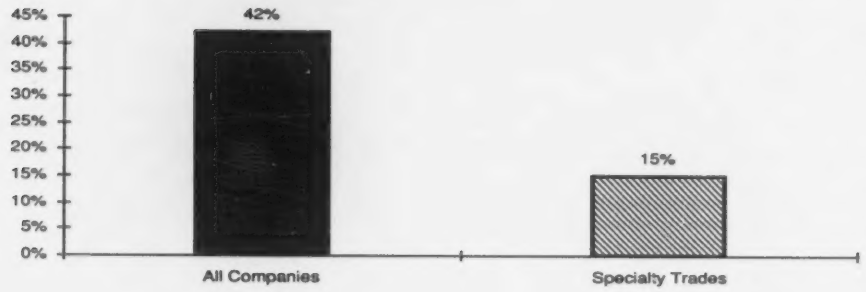
Percentage of Contract Cost Performed by Subcontractors



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SELECTED FINANCIAL DATA

Specialty Trades Contractors

	All Companies	Specialty Trades
Number of Companies	669	219
Assets	$21,018	$12,143
Liabilities	14,951	8,448
Net Worth	6,067	3,695
% Net Worth to Assets	28.9	30.4
Revenues	56,893	30,084
Gross Profit	4,800	4,485
% Gross Profit	8.4	14.5
G&A Expenses	3,750	3,670
% to Revenue	6.6	11.8
Net Income	760	284
% Net Income	1.3	0.9
Current Ratio	1.3	1.4
Return on Assets (%)	3.6	2.3
Return on Equity (%)	12.5	7.7

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The number of responses for the Specialty Trades Contractors increased slightly from 213 in 1990 to 219 in 1991. As would be expected, the Specialty Trades contractors represent generally smaller companies than the overall composite for all companies. Total assets and revenues for the Specialty Trades classification are approximately 58% of the overall composite for all companies. Net income percentage (0.9%) is approximately 70% of the overall net income percentage (1.3%). This lower level of net earnings is reflected in lower average rates of return on assets and equity.

The net worth to assets percentage (30.4%) for Specialty Trades Contractors is higher than the overall percentage for all companies (28.9%). This percentage has decreased by approximately 2.4% from 1990.

Current assets of the Special Trades contractors represent 77.3% of total assets.

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SPECIALTY TRADE CONTRACTORS
COMPOSITE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$905,638	7.5 %	$742,145	5.9 %
Marketable securities and short-term investments	78,469	0.6	146,137	1.2
Receivables:				
Contract receivables currently due	5,138,717	42.3	5,330,381	42.6
Retainages on contracts	1,187,478	9.8	1,439,317	11.5
Unbilled work	199,390	1.6	363,747	2.9
Other receivables	393,375	3.2	187,006	1.5
Less allowance for doubtful accounts	(84,807)	0.5	(84,762)	0.7
Total receivables, net	6,854,263	56.4	7,234,689	57.8
Inventories	426,528	3.5	540,151	4.3
Costs and recognized earnings in excess of billings on uncompleted contracts	712,597	5.9	885,407	7.1
Investments in construction joint ventures	75,667	0.6	60,341	0.5
Other current assets	329,085	2.7	379,867	3.0
Total current assets	9,382,247	77.3	9,988,717	79.8
Property, plant and equipment	4,173,381	34.4	3,590,071	28.7
Less accumulated depreciation	(2,286,242)	18.8	(1,979,585)	15.8
Property, plant and equipment, net	1,887,139	15.5	1,610,506	12.9
Other assets	623,728	5.1	577,863	4.6
Intangible assets	250,044	2.1	343,435	2.7
Total assets	$12,143,158	100.0 %	$12,520,321	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$382,787	4.8 %	$533,552	4.3 %
Accounts payable				
Trade, including currently due subcontractors	2,226,903	18.3	2,346,315	18.7
Subcontractor retainages	95,363	0.8	135,072	1.1
Other	708,133	5.8	220,808	1.8
Total accounts payable	3,030,399	25.0	2,702,195	21.6
Accrued expenses	929,789	7.7	1,137,294	9.1
Billings in excess of costs and recognized earnings on uncompleted contracts	1,123,609	9.3	1,207,090	9.6
Income taxes				
Current	62,422	0.5	80,815	0.6
Deferred	84,174	0.7	157,163	1.3
Total income taxes	146,596	1.2	237,978	1.9
Other current liabilities	815,625	6.7	871,379	7.0
Total current liabilities	6,628,785	54.6	6,689,488	53.4
Long-term debt, excluding current portion	1,481,452	12.2	1,218,185	9.7
Deferred income taxes	110,639	0.9	101,725	0.8
Other	204,734	1.7	391,610	3.1
Minority interests	22,500	0.2	14,472	0.1
Total liabilities	8,448,110	69.6	8,415,480	67.2
Net worth				
Stock, par value	346,759	2.9	625,958	5.0
Additional paid-in capital	692,214	5.7	843,134	6.7
Retained earnings	2,893,135	23.8	2,937,840	23.5
Treasury stock	(237,060)	2.0	(302,091)	2.4
Total net worth	3,695,048	30.4	4,104,841	32.8
Total liabilities and net worth	$12,143,158	100.0 %	$12,520,321	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$30,556,491	98.6 %	$31,393,304	98.5 %
Other revenue	$427,066	1.4	$482,463	1.5
Total revenue	30,983,557	100.0	31,675,767	100.0
Contract cost	(26,220,708)	84.6	(26,128,300)	82.0
Other cost	(277,498)	0.9	(528,318)	1.7
Total cost	(26,498,206)	85.5	(26,656,618)	83.6
Gross Profit	4,485,351	14.5	5,219,149	16.4
Selling, general and administrative expenses	(3,670,021)	11.8	(4,341,095)	13.6
Interest income	72,652	0.2	75,692	0.2
Interest expense	(287,416)	0.9	(408,303)	1.3
Other income (expense), net	(89,869)	0.3	(54,164)	0.2
Net earnings (loss) before taxes	510,897	1.6	493,279	1.5
Income taxes	(226,561)	0.7	(240,072)	0.8
Net earnings (loss)	$284,336	0.9 %	$253,207	0.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	219
1990	213

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.5
Quick Ratio	1.2	1.2
Days of Cash	10.5	8.4
Work. Cap. Turnover	11.3	9.7
Profitability Ratios		
Return on Assets	2.3 %	2.0 %
Return on Equity	7.7 %	6.2 %
Times Interest Earned	2.8	2.2
Leverage Ratios		
Debt to Equity	2.3	2.1
Revenue to Equity	8.4	7.8
Asset Turnover	2.6	2.5
Fixed Asset Ratio	51.1 %	39.2 %
Equity to G & A Expenses	1.0	0.9
Underbillings to Equity	24.7 %	30.4 %
Average Backlog to Equity	4.4	4.5
Average Backlog to Working Capital	5.9	5.8
Average Months in Backlog	6.3	7.0
Efficiency Ratios		
Days in Accounts Receivable	63.5	61.4
Days in Inventory	5.8	7.3
Days in Accounts Payable	39.9	34.7
Operating Cycle	40.0	42.4

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SELECTED REGIONAL FINANCIAL DATA

Specialty Trades Contractors

	All Companies	Regions					
		NE	SE	MW	SW	W	FW
Number of Companies	219	53	30	56	16	17	47
Assets	$12,143	$13,252	$12,299	$7,384	$11,266	$8,848	$11,327
Liabilities	8,448	8,455	8,272	5,104	6,677	5,566	6,565
Net Worth	3,695	4,797	4,027	2,280	4,589	3,282	4,762
% Net Worth to Assets	30.4	36.2	32.7	30.9	40.7	37.1	42.0
Revenues	30,984	29,378	34,891	24,705	29,321	21,900	27,191
Gross Profit	4,485	4,357	5,871	3,585	4,614	2,644	4,701
% Gross Profit	14.5	14.8	16.8	14.5	15.7	12.1	17.3
G&A Expenses	3,670	3,590	4,396	2,755	4,019	1,902	3,375
% to Revenue	11.8	12.2	12.6	11.2	13.7	8.7	12.4
Net Income	284	276	985	621	428	634	918
% Net Income	0.9	0.9	2.8	2.5	1.5	2.9	3.4
Current Ratio	1.4	1.6	1.6	1.5	1.6	1.7	1.5
Return on Assets (%)	2.3	2.1	8.0	8.4	3.8	7.2	8.1
Return on Equity (%)	7.7	5.8	24.5	27.2	9.3	19.3	19.3

Note: All $ amounts are in thousands

Discussion and Analysis

The Northeast, Midwest and Farwest regions comprise three quarters of the Specialty Trades contractors participating in the survey. The Northeast region has the highest asset balance ($13.2 million) and the lowest net income percentage (0.9%), return on assets (2.1%), and return on equity (5.8%). The Farwest region has the highest percentage of net worth to assets (42.0%), gross profit percentage (17.3%), and net income percentage (3.4%).

The Southwest region had a 10 % decrease in their G & A expense percentage from 1990. This resulted in a change in their net income percentage from -0.2% in 1990 to 1.5% in 1991. However, their G & A percentage is still the highest of the regions.

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SPECIALTY TRADE CONTRACTORS
NORTHEAST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$659,629	5.0 %	$999,399	6.7 %
Marketable securities and short-term investments	23,321	0.2	102,315	0.7
Receivables:				
Contract receivables currently due	5,825,748	44.0	6,421,236	43.7
Retainages on contracts	1,112,699	8.4	1,257,390	8.6
Unbilled work	490,032	3.7	1,034,076	7.0
Other receivables	313,166	2.4	131,757	0.9
Less allowance for doubtful accounts	(113,106)	0.9	(99,880)	0.7
Total receivables, net	7,628,539	57.6	8,745,579	59.6
Inventories	335,413	2.5	370,764	2.5
Costs and recognized earnings in excess of billings on uncompleted contracts	510,015	3.8	568,278	3.9
Investments in construction joint ventures	5,398	0.0	76,680	0.5
Other current assets	542,194	4.1	459,127	3.1
Total current assets	9,704,507	73.2	11,312,142	77.0
Property, plant and equipment	4,590,375	34.6	4,568,145	31.1
Less accumulated depreciation	(2,507,181)	18.9	(2,399,953)	16.3
Property, plant and equipment, net	2,083,194	15.7	2,168,192	14.8
Other assets	676,177	5.1	319,375	2.2
Intangible assets	788,061	5.9	885,329	6.0
Total assets	$13,251,939	100.0 %	$14,685,038	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$1,106,885	8.4 %	$774,907	5.3 %
Accounts payable				
Trade, including currently due subcontractors	1,783,587	13.5	2,352,806	16.0
Subcontractor retainages	73,920	0.6	48,138	0.3
Other	100,749	0.8	54,184	0.4
Total accounts payable	1,958,256	14.8	2,455,128	16.7
Accrued expenses	1,304,882	9.8	1,518,004	10.3
Billings in excess of costs and recognized earnings on uncompleted contracts	870,512	6.6	1,004,462	6.8
Income taxes				
Current	5,780	0.0	141,113	1.0
Deferred	54,696	0.4	207,576	1.4
Total income taxes	60,476	0.5	348,689	2.4
Other current liabilities	713,794	5.4	660,752	4.5
Total current liabilities	6,014,805	45.4	6,781,942	46.0
Long-term debt, excluding current portion	1,879,520	14.2	2,361,248	16.1
Deferred income taxes	281,853	2.1	207,883	1.4
Other	248,438	1.9	365,647	2.5
Minority interests	31,312	0.2	36,259	0.2
Total liabilities	8,454,728	63.8	9,732,759	66.3
Net worth				
Stock, par value	270,843	2.0	1,268,134	8.6
Additional paid-in capital	1,581,209	11.9	515,389	3.5
Retained earnings	3,482,910	26.3	3,732,721	25.4
Treasury stock	(537,751)	4.1	(563,965)	3.8
Total net worth	4,797,211	36.2	4,952,279	33.7
Total liabilities and net worth	$13,251,939	100.0 %	$14,685,038	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$29,246,972	99.6 %	$36,456,918	98.0 %
Other revenue	$131,023	0.4	$752,682	2.0
Total revenue	29,377,995	100.0	37,209,600	100.0
Contract cost	(24,860,252)	84.6	(30,700,142)	82.5
Other cost	(160,966)	0.5	(820,520)	2.2
Total cost	(25,021,218)	85.2	(31,520,662)	84.7
Gross Profit	4,356,777	14.8	5,688,938	15.3
Selling, general and administrative expenses	(3,589,765)	12.2	(4,336,803)	11.7
Interest income	103,748	0.4	120,485	0.3
Interest expense	(350,266)	1.2	(421,303)	1.1
Other income (expense), net	(127,598)	0.4	(231,468)	0.6
Net earnings (loss) before taxes	392,894	1.3	819,851	2.2
Income taxes	(116,534)	0.4	(281,041)	0.8
Net earnings (loss)	$276,360	0.9 %	$538,810	1.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	53
1990	53

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.7
Quick Ratio	1.4	1.5
Days of Cash	8.1	9.8
Work. Cap. Turnover	8.0	8.2
Profitability Ratios		
Return on Assets	2.1 %	3.7 %
Return on Equity	5.8 %	10.9 %
Times Interest Earned	2.1	2.9
Leverage Ratios		
Debt to Equity	1.8	2.0
Revenue to Equity	6.1	7.5
Asset Turnover	2.2	2.5
Fixed Asset Ratio	43.4 %	43.8 %
Equity to G & A Expenses	1.3	1.1
Underbillings to Equity	20.8 %	32.4 %
Average Backlog to Equity	2.9	3.8
Average Backlog to Working Capital	3.8	4.1
Average Months in Backlog	8.7	8.1
Efficiency Ratios		
Days in Accounts Receivable	73.8	62.4
Days in Inventory	4.8	4.2
Days in Accounts Payable	27.1	27.5
Operating Cycle	59.6	48.7

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SPECIALTY TRADE CONTRACTORS
SOUTHEAST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$1,583,610	12.9 %	$940,568	10.2 %
Marketable securities and short-term investments	8,265	0.1	241,704	2.6
Receivables:				
Contract receivables currently due	4,554,609	37.0	4,840,610	52.5
Retainages on contracts	1,525,765	12.4	444,778	4.8
Unbilled work	112,793	0.9	61,711	0.7
Other receivables	776,728	6.3	235,461	2.6
Less allowance for doubtful accounts	(79,960)	0.7	(66,730)	0.7
Total receivables, net	6,889,933	56.0	5,515,830	59.8
Inventories	344,515	2.8	616,924	6.7
Costs and recognized earnings in excess of billings on uncompleted contracts	711,448	5.8	454,083	4.9
Investments in construction joint ventures	309,052	2.5	54,297	0.6
Other current assets	207,623	1.7	167,515	1.8
Total current assets	10,052,446	81.7	7,990,921	86.6
Property, plant and equipment	3,362,878	27.3	1,711,239	18.6
Less accumulated depreciation	(1,710,882)	13.9	(871,697)	9.5
Property, plant and equipment, net	1,651,996	13.4	839,542	9.1
Other assets	538,854	4.4	357,358	3.9
Intangible assets	56,192	0.5	34,437	0.4
Total assets	$12,299,488	100.0 %	$9,222,258	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$248,814	2.0 %	$191,853	2.1 %
Accounts payable				
Trade, including currently due subcontractors	2,888,427	23.5	2,061,894	22.4
Subcontractor retainages	74,169	0.6	74,496	0.8
Other	58,139	0.5	147,877	1.6
Total accounts payable	3,020,735	24.6	2,284,267	24.8
Accrued expenses	938,323	7.6	417,097	4.5
Billings in excess of costs and recognized earnings on uncompleted contracts	1,010,818	8.2	1,035,076	11.2
Income taxes				
Current	83,820	0.7	90,593	1.0
Deferred	163,408	1.3	212,642	2.3
Total income taxes	247,228	2.0	303,235	3.3
Other current liabilities	907,128	7.4	347,633	3.8
Total current liabilities	6,373,046	51.8	4,579,101	49.7
Long-term debt, excluding current portion	1,486,238	12.1	200,769	2.2
Deferred income taxes	110,813	0.9	24,959	0.3
Other	269,310	2.2	5,142	0.1
Minority interests	33,011	0.3	2,138	0.0
Total liabilities	8,272,416	67.3	4,812,109	52.2
Net worth				
Stock, par value	338,586	2.8	148,116	1.6
Additional paid-in capital	790,147	6.4	1,117,613	12.1
Retained earnings	2,901,406	23.6	3,306,358	35.9
Treasury stock	(3,067)	0.0	(161,938)	1.8
Total net worth	4,027,072	32.7	4,410,149	47.8
Total liabilities and net worth	$12,299,488	100.0 %	$9,222,258	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$34,772,406	99.7 %	$27,540,347	98.3 %
Other revenue	$118,834	0.3	$468,151	1.7
Total revenue	34,891,240	100.0	28,008,498	100.0
Contract cost	(28,899,316)	82.8	(21,677,233)	77.4
Other cost	(121,130)	0.3	(421,034)	1.5
Total cost	(29,020,446)	83.2	(22,098,267)	78.9
Gross Profit	5,870,794	16.8	5,910,231	21.1
Selling, general and administrative expenses	(4,395,605)	12.6	(5,291,954)	18.9
Interest income	54,515	0.2	161,162	0.6
Interest expense	(196,791)	0.6	(130,104)	0.5
Other income (expense), net	23,469	0.1	636,338	2.3
Net earnings (loss) before taxes	1,354,382	3.9	1,285,673	4.6
Income taxes	(369,475)	1.1	(585,519)	2.1
Net earnings (loss)	$984,907	2.8 %	$700,154	2.5 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	30
1990	30

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.7
Quick Ratio	1.3	1.5
Days of Cash	18.3	12.1
Work. Cap. Turnover	9.5	8.2
Profitability Ratios		
Return on Assets	8.0 %	7.6 %
Return on Equity	24.5 %	15.9 %
Times Interest Earned	7.8	10.9
Leverage Ratios		
Debt to Equity	2.1	1.1
Revenue to Equity	8.7	6.4
Asset Turnover	2.8	3.0
Fixed Asset Ratio	41.0 %	19.0 %
Equity to G & A Expenses	0.9	0.8
Underbillings to Equity	20.5 %	11.7 %
Average Backlog to Equity	5.5	4.0
Average Backlog to Working Capital	8.0	5.2
Average Months in Backlog	7.5	7.6
Efficiency Ratios		
Days in Accounts Receivable	54.2	64.4
Days in Inventory	4.3	10.1
Days in Accounts Payable	36.6	36.0
Operating Cycle	38.2	50.5

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SPECIALTY TRADE CONTRACTORS
MIDWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$636,310	8.6 %	$416,255	5.1 %
Marketable securities and short-term investments	41,192	0.6	176,072	2.1
Receivables:				
Contract receivables currently due	3,409,783	46.2	4,091,036	49.7
Retainages on contracts	783,743	10.6	856,754	10.4
Unbilled work	30,941	0.4	69,463	0.8
Other receivables	121,457	1.6	121,840	1.5
Less allowance for doubtful accounts	(28,744)	0.4	(37,608)	0.5
Total receivables, net	4,317,180	58.5	5,101,487	62.0
Inventories	234,703	3.2	324,295	3.9
Costs and recognized earnings in excess of billings on uncompleted contracts	659,806	8.9	651,253	7.9
Investments in construction joint ventures	67,672	0.9	24,250	0.3
Other current assets	126,640	1.7	134,261	1.6
Total current assets	6,087,503	82.4	6,827,873	83.0
Property, plant and equipment	2,576,147	34.9	2,323,293	28.3
Less accumulated depreciation	(1,503,927)	20.4	(1,132,325)	13.8
Property, plant and equipment, net	1,072,220	14.5	1,190,968	14.5
Other assets	216,390	2.9	189,224	2.3
Intangible assets	8,206	0.1	15,385	0.2
Total assets	$7,384,319	100.0 %	$8,223,450	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$404,405	5.5 %	$390,890	4.8 %
Accounts payable				
Trade, including currently due subcontractors	1,692,849	22.9	1,626,418	19.8
Subcontractor retainages	107,061	1.4	149,614	1.8
Other	59,230	0.8	159,360	1.9
Total accounts payable	1,859,140	25.2	1,937,392	23.6
Accrued expenses	890,485	12.1	715,015	8.7
Billings in excess of costs and recognized earnings on uncompleted contracts	802,080	10.9	740,016	9.0
Income taxes				
Current	63,753	0.9	46,793	0.6
Deferred	3,845	0.1	38,140	0.5
Total income taxes	67,598	0.9	84,933	1.0
Other current liabilities	161,695	2.2	491,700	6.0
Total current liabilities	4,185,403	56.7	4,359,746	53.0
Long-term debt, excluding current portion	804,914	10.9	755,295	9.2
Deferred income taxes	34,449	0.5	45,408	0.6
Other	40,139	0.5	41,678	0.5
Minority interests	39,097	0.5	20,604	0.3
Total liabilities	5,104,002	69.1	5,222,731	63.5
Net worth				
Stock, par value	255,025	3.5	301,148	3.7
Additional paid-in capital	227,078	3.1	496,489	6.0
Retained earnings	2,091,340	28.3	2,406,877	29.3
Treasury stock	(293,126)	4.0	(203,795)	2.5
Total net worth	2,280,317	30.9	3,000,719	36.5
Total liabilities and net worth	$7,384,319	100.0 %	$8,223,450	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$24,416,101	98.8 %	$23,634,190	98.5 %
Other revenue	$288,880	1.2	$350,673	1.5
Total revenue	24,704,981	100.0	23,984,863	100.0
Contract cost	(20,866,296)	84.5	(20,289,049)	84.6
Other cost	(254,098)	1.0	(404,690)	1.7
Total cost	(21,120,394)	85.5	(20,693,739)	86.3
Gross Profit	3,584,587	14.5	3,291,124	13.7
Selling, general and administrative expenses	(2,754,746)	11.2	(2,673,033)	11.1
Interest income	39,426	0.2	28,924	0.1
Interest expense	(130,189)	0.5	(143,776)	0.6
Other income (expense), net	29,496	0.1	114,386	0.5
Net earnings (loss) before taxes	768,574	3.1	617,623	2.6
Income taxes	(147,949)	0.6	(175,010)	0.7
Net earnings (loss)	$620,625	2.5 %	$442,613	1.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	56
1990	51

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.6
Quick Ratio	1.2	1.3
Days of Cash	9.3	8.2
Work. Cap. Turnover	13.0	9.7
Profitability Ratios		
Return on Assets	8.4 %	5.4 %
Return on Equity	27.2 %	14.8 %
Times Interest Earned	6.9	5.3
Leverage Ratios		
Debt to Equity	2.2	1.7
Revenue to Equity	10.8	8.0
Asset Turnover	3.3	2.9
Fixed Asset Ratio	47.0 %	39.7 %
Equity to G & A Expenses	0.8	1.1
Underbillings to Equity	30.3 %	24.0 %
Average Backlog to Equity	5.2	5.3
Average Backlog to Working Capital	6.3	6.5
Average Months in Backlog	5.8	6.0
Efficiency Ratios		
Days in Accounts Receivable	51.0	62.7
Days in Inventory	4.0	5.6
Days in Accounts Payable	29.9	31.1
Operating Cycle	34.5	43.5

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SPECIALTY TRADE CONTRACTORS
SOUTHWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$1,546,769	13.7 %	$633,733	7.8 %
Marketable securities and short-term investments	69,308	0.6	154,451	1.9
Receivables:				
Contract receivables currently due	4,268,581	37.9	3,250,866	40.0
Retainages on contracts	788,215	7.0	637,269	7.9
Unbilled work	257,803	2.3	236,221	2.9
Other receivables	400,837	3.6	403,962	5.0
Less allowance for doubtful accounts	(53,498)	0.5	(173,161)	2.1
Total receivables, net	5,659,937	50.2	4,355,187	53.7
Inventories	361,452	3.2	306,193	3.8
Costs and recognized earnings in excess of billings on uncompleted contracts	1,042,814	9.3	635,039	7.8
Investments in construction joint ventures	631	0.0	0	0.0
Other current assets	130,579	1.2	112,521	1.4
Total current assets	8,811,500	78.2	6,196,073	76.4
Property, plant and equipment	3,075,986	27.3	2,667,425	32.9
Less accumulated depreciation	(1,777,038)	15.8	(1,395,624)	17.2
Property, plant and equipment, net	1,298,948	11.5	1,271,801	15.7
Other assets	1,102,141	9.8	604,263	7.4
Intangible assets	53,755	0.5	42,312	0.5
Total assets	$11,266,344	100.0 %	$8,117,389	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$572,141	5.1 %	$665,023	8.2 %
Accounts payable				
Trade, including currently due subcontractors	2,033,760	18.1	1,655,706	20.4
Subcontractor retainages	79,172	0.7	96,501	1.2
Other	146,394	1.3	93,753	1.2
Total accounts payable	2,259,326	20.1	1,845,960	22.8
Accrued expenses	701,667	6.2	447,706	5.5
Billings in excess of costs and recognized earnings on uncompleted contracts	1,521,389	13.5	636,735	7.8
Income taxes				
Current	99,364	0.9	20,419	0.3
Deferred	38,039	0.3	77,229	1.0
Total income taxes	137,403	1.2	97,648	1.2
Other current liabilities	152,191	1.4	172,424	2.1
Total current liabilities	5,344,127	47.4	3,866,796	47.6
Long-term debt, excluding current portion	1,010,367	9.0	1,250,420	15.4
Deferred income taxes	(1,084)	0.0	30,503	0.4
Other	321,080	2.8	83,489	1.0
Minority interests	3,199	0.0	0	0.0
Total liabilities	6,677,689	59.3	5,231,210	64.4
Net worth				
Stock, par value	580,730	5.2	437,829	5.4
Additional paid-in capital	410,961	3.6	196,964	2.4
Retained earnings	3,853,126	34.2	2,881,002	32.8
Treasury stock	(255,481)	2.3	(409,606)	5.0
Total net worth	4,589,256	40.7	2,886,179	35.6
Total liabilities and net worth	$11,266,344	100.0 %	$8,117,389	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$27,626,591	94.2 %	$20,290,963	97.1 %
Other revenue	$1,694,671	5.8	$607,698	2.9
Total revenue	29,321,262	100.0	20,898,661	100.0
Contract cost	(24,368,374)	82.9	(15,312,590)	73.3
Other cost	(399,053)	1.4	(345,118)	1.7
Total cost	(24,767,427)	84.3	(15,657,708)	74.9
Gross Profit	4,613,825	15.7	5,241,145	25.1
Selling, general and administrative expenses	(4,019,303)	13.7	(4,936,911)	23.6
Interest income	136,148	0.5	122,259	0.6
Interest expense	(165,256)	0.6	(661,176)	3.2
Other income (expense), net	27,100	0.1	99,742	0.4
Net earnings (loss) before taxes	592,580	2.0	(145,942)	0.7
Income taxes	(164,582)	0.6	95,949	0.5
Net earnings (loss)	$428,038	1.5 %	($49,993)	0.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	16
1990	24

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.6
Quick Ratio	1.4	1.3
Days of Cash	19.0	10.9
Work. Cap. Turnover	8.5	9.0
Profitability Ratios		
Return on Assets	3.9 %	-0.6 %
Return on Equity	9.3 %	-1.7 %
Times Interest Earned	4.6	0.8
Leverage Ratios		
Debt to Equity	1.5	1.8
Revenue to Equity	6.4	7.2
Asset Turnover	2.6	2.6
Fixed Asset Ratio	29.3 %	44.1 %
Equity to G & A Expenses	1.1	0.6
Underbillings to Equity	28.3 %	30.2 %
Average Backlog to Equity	3.4	4.1
Average Backlog to Working Capital	4.5	5.1
Average Months in Backlog	6.4	6.8
Efficiency Ratios		
Days in Accounts Receivable	58.7	60.0
Days in Inventory	5.3	7.1
Days in Accounts Payable	31.8	40.2
Operating Cycle	40.2	37.9

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SPECIALTY TRADE CONTRACTORS
WEST REGION

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$548,640	6.2 %	$373,220	9.1 %
Marketable securities and short-term investments	681,705	7.7	57,714	1.4
Receivables:				
Contract receivables currently due	3,314,758	37.5	1,691,663	41.4
Retainages on contracts	874,779	9.9	319,393	7.8
Unbilled work	32,631	0.4	1,380	0.0
Other receivables	171,276	1.9	36,276	0.9
Less allowance for doubtful accounts	(13,145)	0.1	(25,979)	0.6
Total receivables, net	4,380,499	49.5	2,022,733	49.5
Inventories	600,542	6.8	134,308	3.3
Costs and recognized earnings in excess of billings on uncompleted contracts	293,602	3.3	372,394	9.1
Investments in construction joint ventures	11,096	0.1	8,544	0.2
Other current assets	182,236	2.1	54,693	1.3
Total current assets	6,698,320	75.7	3,021,606	73.9
Property, plant and equipment	3,684,150	41.6	2,236,176	54.7
Less accumulated depreciation	(2,001,548)	22.6	(1,224,705)	30.0
Property, plant and equipment, net	1,682,602	19.0	1,011,471	24.7
Other assets	434,413	4.9	43,376	1.1
Intangible assets	32,687	0.4	11,832	0.3
Total assets	$8,847,722	100.0 %	$4,088,285	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$634,428	7.2 %	$267,098	6.5 %
Accounts payable				
Trade, including currently due subcontractors	1,461,253	16.5	969,690	23.7
Subcontractor retainages	62,119	0.7	15,367	0.4
Other	18,888	0.2	70,726	1.7
Total accounts payable	1,542,260	17.4	1,055,773	25.8
Accrued expenses	592,706	6.7	171,737	4.2
Billings in excess of costs and recognized earnings on uncompleted contracts	716,473	8.1	344,532	8.0
Income taxes				
Current	41,759	0.5	40,196	1.0
Deferred	66,071	0.7	16,703	0.4
Total income taxes	107,830	1.2	56,901	1.4
Other current liabilities	407,646	4.6	28,163	0.7
Total current liabilities	4,001,343	45.2	1,824,202	44.6
Long-term debt, excluding current portion	1,473,740	16.7	378,171	9.3
Deferred income taxes	12,134	0.1	45,709	1.1
Other	78,541	0.9	181,815	4.4
Minority interests	0	0.0	0	0.0
Total liabilities	5,565,758	62.9	2,429,897	59.4
Net worth				
Stock, par value	77,388	0.9	51,080	1.2
Additional paid-in capital	488,359	5.5	321,446	7.9
Retained earnings	2,826,500	31.9	1,308,052	31.9
Treasury stock	(110,283)	1.2	(19,992)	0.5
Total net worth	3,281,964	37.1	1,658,586	40.6
Total liabilities and net worth	$8,847,722	100.0 %	$4,088,285	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$21,715,581	98.2 %	$11,011,318	98.2 %
Other revenue	$184,776	0.8	$205,595	1.8
Total revenue	21,900,357	100.0	11,216,913	100.0
Contract cost	(19,113,518)	87.3	(4,458,780)	39.8
Other cost	(142,795)	0.7	(711,302)	6.3
Total cost	(19,256,313)	87.9	(5,170,082)	46.1
Gross Profit	2,644,044	12.1	6,046,851	53.9
Selling, general and administrative expenses	(1,902,452)	8.7	(5,290,561)	47.2
Interest income	59,214	0.3	133,060	1.2
Interest expense	(155,969)	0.7	(448,312)	4.0
Other income (expense), net	71,701	0.3	242,541	2.2
Net earnings (loss) before taxes	716,539	3.3	683,579	6.1
Income taxes	(82,274)	0.4	(353,704)	3.2
Net earnings (loss)	$634,264	2.9 %	$329,875	2.9 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	17
1990	18

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.7	1.7
Quick Ratio	1.4	1.3
Days of Cash	9.0	12.0
Work. Cap. Turnover	8.1	9.4
Profitability Ratios		
Return on Assets	7.2 %	8.1 %
Return on Equity	19.3 %	19.9 %
Times Interest Earned	5.6	2.5
Leverage Ratios		
Debt to Equity	1.7	1.5
Revenue to Equity	6.7	6.8
Asset Turnover	2.5	2.7
Fixed Asset Ratio	51.3 %	61.0 %
Equity to G & A Expenses	1.7	0.3
Underbillings to Equity	9.9 %	22.5 %
Average Backlog to Equity	2.7	2.4
Average Backlog to Working Capital	3.3	3.4
Average Months in Backlog	4.9	4.3
Efficiency Ratios		
Days in Accounts Receivable	57.1	54.6
Days in Inventory	11.2	9.4
Days in Accounts Payable	27.7	72.4
Operating Cycle	49.7	3.5

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SPECIALTY TRADE CONTRACTORS
FARWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$950,450	8.4 %	$314,811	2.5 %
Marketable securities and short-term investments	16,467	0.1	267,049	2.1
Receivables:				
Contract receivables currently due	4,411,264	38.9	5,788,942	45.1
Retainages on contracts	985,100	8.7	1,791,541	14.0
Unbilled work	18,545	0.2	125,317	1.0
Other receivables	160,782	1.4	154,527	1.2
Less allowance for doubtful accounts	(46,886)	0.4	(48,129)	0.4
Total receivables, net	5,529,006	48.8	7,812,198	60.9
Inventories	783,313	6.7	915,225	7.1
Costs and recognized earnings in excess of billings on uncompleted contracts	751,333	6.6	910,863	7.1
Investments in construction joint ventures	230	0.0	1,049	0.0
Other current assets	325,791	2.9	299,404	2.3
Total current assets	8,336,591	73.6	10,520,599	82.0
Property, plant and equipment	4,707,398	41.6	3,646,570	28.4
Less accumulated depreciation	(2,169,892)	19.2	(2,072,032)	16.2
Property, plant and equipment, net	2,537,506	22.4	1,574,538	12.3
Other assets	259,392	2.3	629,274	4.9
Intangible assets	194,566	1.7	102,618	0.8
Total assets	$11,327,055	100.0 %	$12,827,029	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$384,827	3.4 %	$527,452	4.1 %
Accounts payable				
Trade, including currently due subcontractors	1,743,671	15.4	2,416,776	18.8
Subcontractor retainages	136,852	1.2	262,657	2.0
Other	148,966	1.3	160,604	1.3
Total accounts payable	2,027,489	17.9	2,840,037	22.1
Accrued expenses	933,172	8.2	1,047,527	8.2
Billings in excess of costs and recognized earnings on uncompleted contracts	1,096,187	9.7	1,547,051	12.1
Income taxes				
Current	123,324	1.1	94,006	0.7
Deferred	165,251	1.5	325,994	2.5
Total income taxes	288,575	2.5	420,050	3.3
Other current liabilities	334,655	3.0	322,195	2.5
Total current liabilities	5,084,905	44.7	6,704,312	52.3
Long-term debt, excluding current portion	1,372,836	12.1	1,053,161	8.2
Deferred income taxes	110,165	1.0	138,780	1.1
Other	17,189	0.2	408,794	3.2
Minority interests	0	0.0	891	0.0
Total liabilities	6,585,095	58.0	8,303,938	64.7
Net worth				
Stock, par value	609,121	5.4	696,176	5.4
Additional paid-in capital	289,566	2.6	530,335	4.1
Retained earnings	4,051,426	35.8	3,345,073	26.1
Treasury stock	(198,173)	1.7	(48,493)	0.4
Total net worth	4,761,960	42.0	4,523,091	35.3
Total liabilities and net worth	$11,327,055	100.0 %	$12,827,029	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$26,402,575	97.1 %	$29,542,295	98.6 %
Other revenue	$788,304	2.9	$430,325	1.4
Total revenue	27,190,879	100.0	29,972,620	100.0
Contract cost	(21,851,429)	80.4	(25,096,074)	83.7
Other cost	(638,438)	2.3	(559,900)	1.9
Total cost	(22,489,867)	82.7	(25,655,974)	85.6
Gross Profit	4,701,012	17.3	4,316,646	14.4
Selling, general and administrative expenses	(3,375,202)	12.4	(2,871,866)	9.6
Interest income	84,444	0.3	39,722	0.1
Interest expense	(180,904)	0.7	(180,087)	0.6
Other income (expense), net	69,974	0.3	(62,317)	0.2
Net earnings (loss) before taxes	1,316,324	4.8	1,242,098	4.1
Income taxes	(398,793)	1.5	(384,934)	1.0
Net earnings (loss)	$917,531	3.4 %	$857,182	3.2 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	47
1990	45

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.6
Quick Ratio	1.3	1.5
Days of Cash	12.6	3.6
Work. Cap. Turnover	6.3	7.9
Profitability Ratios		
Return on Assets	8.1 %	7.5 %
Return on Equity	19.3 %	21.2 %
Times Interest Earned	6.3	7.9
Leverage Ratios		
Debt to Equity	1.4	1.8
Revenue to Equity	5.7	6.6
Asset Turnover	2.4	2.3
Fixed Asset Ratio	53.3 %	34.8 %
Equity to G & A Expenses	1.4	1.6
Underbillings to Equity	16.2 %	22.9 %
Average Backlog to Equity	3.4	4.7
Average Backlog to Working Capital	4.9	5.5
Average Months in Backlog	7.1	8.4
Efficiency Ratios		
Days in Accounts Receivable	59.9	70.8
Days in Inventory	12.2	12.8
Days in Accounts Payable	30.3	36.2
Operating Cycle	54.5	51.3

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SELECTED SIZE FINANCIAL DATA

Specialty Trades Contractors

		Annual Volume				
	All Companies	Less than $5 Million	$5-10 Million	$10-25 Million	$25-50 Million	Over $50 Million
Number of Companies	219	39	52	69	30	29
Assets	$12,143	$1,248	$2,617	$6,104	$12,905	$53,539
Liabilities	8,448	675	1,533	3,768	8,340	39,866
Net Worth	3,695	574	1,083	2,336	4,566	13,673
% Net Worth to Assets	30.4	45.9	41.4	38.3	35.4	25.5
Revenues	30,984	3,246	7,436	17,075	33,492	133,123
Gross Profit	4,485	672	1,342	2,987	4,851	17,348
% Gross Profit	14.5	20.7	18.0	17.5	14.5	13.0
G&A Expenses	3,670	575	1,166	2,349	4,029	14,208
% to Revenue	11.8	17.7	15.7	13.8	12.0	10.7
Net Income	284	83	120	444	481	202
% Net Income	0.9	2.6	1.6	2.6	1.4	0.2
Current Ratio	1.4	1.8	1.7	1.6	1.4	1.3
Return on Assets (%)	2.3	6.6	4.6	7.3	3.7	0.4
Return on Equity (%)	7.7	14.5	11.1	19.0	10.5	1.5

Note: All $ amounts are in thousands

Discussion and Analysis

Of the 219 Specialty Trades contractors approximately one third (32%) are included in the category with annual revenues between $10 - 25 million. The remaining two thirds of the companies are evenly dispersed among the size classifications ranging from 13% in the over $50 million category to 24% in the $5 - 10 million category.

The less than $5 million category has the highest gross profit percentage (20.7%) and also, the highest G & A expense percentage (17.7%) which is consistent with the 1990 and 1989 results. The $5 - 10 million category had above composite average for the return on assets (4.6%) and return on equity (11.1%) attributable to their favorable net income percentage of 1.6%. The over $50 million category had a healthy gross profit percentage (13.0%) combined with an above average G & A expense percentage netting to a low net income percentage of only 0.2 percent. This percentage for companies with annual volume greater than $50 million is the lowest of all companies. This is a slight decline over the 1990 net income percentage of (0.3%). The low return on assets (0.4%) and return on equity (1.5%) have declined from 1990 and are consistent with the low net income percentage. This particular situation is relevant to the general concern in the construction industry (especially for larger companies) of the importance of proper control over G & A expense.

Low net income percentages, as reflected in the larger size categories, do not allow for much flexibility in profit margins and make the larger Specialty Trades contractors more vulnerable to competitive changes in the market.

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SPECIALTY TRADE CONTRACTORS
LESS THAN $5 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$154,805	12.4 %	$118,936	7.1 %
Marketable securities and short-term investments	0	0.0	24,987	1.5
Receivables:				
Contract receivables currently due	506,054	40.5	749,132	45.4
Retainages on contracts	64,269	5.1	107,587	6.5
Unbilled work	14,136	1.1	18,567	1.0
Other receivables	48,916	3.8	62,269	3.8
Less allowance for doubtful accounts	(3,396)	0.3	(5,677)	0.3
Total receivables, net	627,979	50.3	929,675	56.4
Inventories	102,706	8.2	111,508	6.8
Costs and recognized earnings in excess of billings on uncompleted contracts	61,332	4.9	100,269	6.1
Investments in construction joint ventures	374	0.0	926	0.1
Other current assets	28,340	2.3	41,640	2.5
Total current assets	975,536	78.1	1,325,975	80.4
Property, plant and equipment	621,547	49.8	575,388	34.9
Less accumulated depreciation	(390,620)	31.3	(301,532)	18.3
Property, plant and equipment, net	230,927	18.5	273,856	16.6
Other assets	34,735	2.8	41,547	2.5
Intangible assets	7,291	0.6	8,218	0.5
Total assets	$1,248,491	100.0 %	$1,649,596	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$79,225	6.3 %	$173,130	10.5 %
Accounts payable				
Trade, including currently due subcontractors	225,004	18.0	311,780	18.9
Subcontractor retainages	276	0.0	9,600	0.6
Other	32,777	2.6	58,720	3.6
Total accounts payable	258,057	20.7	380,100	23.0
Accrued expenses	56,296	4.5	99,323	6.0
Billings in excess of costs and recognized earnings on uncompleted contracts	67,781	5.4	81,059	4.9
Income taxes				
Current	7,371	0.6	14,135	0.9
Deferred	23,401	1.9	38,335	2.3
Total income taxes	30,772	2.5	52,470	3.2
Other current liabilities	42,570	3.4	76,328	4.7
Total current liabilities	534,761	42.8	884,410	52.4
Long-term debt, excluding current portion	116,440	9.3	131,280	8.0
Deferred income taxes	4,360	0.3	12,407	0.8
Other	19,033	1.5	29,944	1.8
Minority interests	297	0.0	9,213	0.6
Total liabilities	674,831	54.1	1,067,254	63.5
Net worth				
Stock, par value	43,200	3.5	42,105	2.6
Additional paid-in capital	58,971	4.7	176,059	10.7
Retained earnings	519,148	41.6	411,229	24.9
Treasury stock	(47,659)	3.8	(27,051)	1.6
Total net worth	573,660	45.9	602,342	36.5
Total liabilities and net worth	$1,248,491	100.0 %	$1,649,596	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$3,216,556	99.1 %	$2,405,927	94.2 %
Other revenue	$29,387	0.9	$148,709	5.8
Total revenue	3,245,943	100.0	2,554,636	100.0
Contract cost	(2,539,507)	78.2	(1,922,508)	75.3
Other cost	(34,149)	1.1	(121,858)	4.8
Total cost	(2,573,656)	79.3	(2,044,367)	80.0
Gross Profit	672,287	20.7	510,269	20.0
Selling, general and administrative expenses	(575,016)	17.7	(452,369)	17.7
Interest income	11,234	0.3	5,884	0.2
Interest expense	(21,076)	0.6	(24,490)	1.0
Other income (expense), net	26,687	0.8	(8,308)	0.3
Net earnings (loss) before taxes	114,116	3.5	30,683	1.2
Income taxes	(31,100)	1.0	3,881	0.2
Net earnings (loss)	$83,016	2.6 %	$34,564	1.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	39
1990	37

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.8	1.5
Quick Ratio	1.5	1.2
Days of Cash	17.2	18.5
Work. Cap. Turnover	7.4	5.5
Profitability Ratios		
Return on Assets	6.6 %	2.1 %
Return on Equity	14.5 %	5.7 %
Times Interest Earned	6.4	2.3
Leverage Ratios		
Debt to Equity	1.2	1.7
Revenue to Equity	5.7	4.2
Asset Turnover	2.6	1.5
Fixed Asset Ratio	40.3 %	45.5 %
Equity to G & A Expenses	1.0	1.3
Underbillings to Equity	13.2 %	19.4 %
Average Backlog to Equity	2.0	11.0
Average Backlog to Working Capital	2.8	14.4
Average Months in Backlog	4.2	31.2
Efficiency Ratios		
Days in Accounts Receivable	61.0	113.5
Days in Inventory	14.4	19.6
Days in Accounts Payable	38.1	65.2
Operating Cycle	58.4	84.4

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SPECIALTY TRADE CONTRACTORS
$5 - $10 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$216,523	8.3 %	$263,835	10.6 %
Marketable securities and short-term investments	37,125	1.4	19,746	0.8
Receivables:				
Contract receivables currently due	1,200,826	45.9	1,001,748	40.2
Retainages on contracts	213,501	8.2	278,149	11.2
Unbilled work	9,308	0.4	13,252	0.5
Other receivables	89,304	3.4	45,885	1.8
Less allowance for doubtful accounts	(14,677)	0.6	(8,849)	0.3
Total receivables, net	1,498,264	57.3	1,332,383	53.4
Inventories	161,285	6.2	180,861	7.3
Costs and recognized earnings in excess of billings on uncompleted contracts	179,510	6.9	189,641	7.6
Investments in construction joint ventures	13,261	0.5	18,735	0.8
Other current assets	92,016	3.5	66,621	2.7
Total current assets	2,198,004	84.0	2,069,822	83.0
Property, plant and equipment	857,121	32.9	881,576	35.4
Less accumulated depreciation	(526,130)	20.2	(532,632)	21.4
Property, plant and equipment, net	328,991	12.6	348,944	14.0
Other assets	80,318	3.1	68,631	2.8
Intangible assets	9,653	0.4	5,699	0.2
Total assets	$2,616,966	100.0 %	$2,493,096	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$191,790	7.3 %	$173,102	6.9 %
Accounts payable				
Trade, including currently due subcontractors	535,662	20.5	582,151	23.4
Subcontractor retainages	30,661	1.2	42,743	1.7
Other	69,858	2.7	67,576	2.7
Total accounts payable	636,181	24.3	692,470	27.8
Accrued expenses	178,980	6.8	140,053	5.6
Billings in excess of costs and recognized earnings on uncompleted contracts	172,812	6.6	141,338	5.7
Income taxes				
Current	18,296	0.7	18,702	0.8
Deferred	37,129	1.4	57,616	2.3
Total income taxes	55,415	2.1	76,318	3.1
Other current liabilities	35,229	1.3	87,378	3.5
Total current liabilities	1,270,377	48.5	1,310,859	52.6
Long-term debt, excluding current portion	233,005	8.9	118,068	4.7
Deferred income taxes	16,968	0.6	15,727	0.6
Other	13,147	0.5	3,311	0.1
Minority interests	0	0.0	4,434	0.2
Total liabilities	1,533,497	58.6	1,452,199	58.2
Net worth				
Stock, par value	43,630	1.7	87,334	3.5
Additional paid-in capital	87,700	2.8	81,712	3.3
Retained earnings	1,036,133	39.6	922,986	37.0
Treasury stock	(84,194)	2.5	(51,136)	2.1
Total net worth	1,083,469	41.4	1,040,897	41.8
Total liabilities and net worth	$2,616,966	100.0 %	$2,493,096	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$7,304,430	98.2 %	$7,160,898	97.4 %
Other revenue	$132,030	1.8	$189,262	2.6
Total revenue	7,436,460	100.0	7,350,160	100.0
Contract cost	(5,836,703)	78.8	(5,900,128)	80.3
Other cost	(158,008)	2.1	(215,704)	2.9
Total cost	(6,094,711)	82.0	(6,115,832)	83.2
Gross Profit	1,341,749	18.0	1,234,328	16.8
Selling, general and administrative expenses	(1,166,271)	15.7	(1,074,455)	14.6
Interest income	18,979	0.3	15,827	0.2
Interest expense	(50,174)	0.7	(44,240)	0.6
Other income (expense), net	(6,116)	0.1	20,526	0.3
Net earnings (loss) before taxes	138,167	1.9	151,986	2.1
Income taxes	(18,195)	0.2	(11,464)	0.2
Net earnings (loss)	$119,972	1.6 %	$140,522	1.9 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	52
1990	45

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.7	1.8
Quick Ratio	1.4	1.2
Days of Cash	10.5	12.9
Work. Cap. Turnover	8.0	9.7
Profitability Ratios		
Return on Assets	4.6 %	5.6 %
Return on Equity	11.1 %	13.5 %
Times Interest Earned	3.8	4.4
Leverage Ratios		
Debt to Equity	1.4	1.4
Revenue to Equity	6.9	7.1
Asset Turnover	2.8	2.9
Fixed Asset Ratio	30.4 %	33.5 %
Equity to G & A Expenses	0.9	1.0
Underbillings to Equity	17.4 %	19.4 %
Average Backlog to Equity	3.1	3.3
Average Backlog to Working Capital	3.6	4.5
Average Months in Backlog	5.4	5.5
Efficiency Ratios		
Days in Accounts Receivable	61.7	51.0
Days in Inventory	9.5	10.6
Days in Accounts Payable	35.8	39.2
Operating Cycle	46.0	36.3

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SPECIALTY TRADE CONTRACTORS
$10 - $25 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$559,601	9.2 %	$367,557	7.0 %
Marketable securities and short-term investments	34,145	0.6	30,874	0.6
Receivables:				
Contract receivables currently due	2,744,744	45.0	2,440,552	46.8
Retainages on contracts	587,657	9.6	550,771	10.6
Unbilled work	43,112	0.7	48,208	0.9
Other receivables	158,761	2.6	120,383	2.3
Less allowance for doubtful accounts	(44,598)	0.7	(28,072)	0.5
Total receivables, net	3,489,676	57.2	3,132,052	60.0
Inventories	221,563	3.6	200,589	3.8
Costs and recognized earnings in excess of billings on uncompleted contracts	485,993	8.0	365,883	7.0
Investments in construction joint ventures	48,363	0.8	13,360	0.3
Other current assets	138,403	2.3	98,875	1.9
Total current assets	4,975,734	81.5	4,209,160	80.7
Property, plant and equipment	2,046,717	33.5	1,890,919	36.2
Less accumulated depreciation	(1,289,841)	20.8	(1,056,693)	20.3
Property, plant and equipment, net	776,876	12.7	834,226	16.0
Other assets	323,979	5.3	131,175	2.5
Intangible assets	27,054	0.4	42,117	0.8
Total assets	$6,103,643	100.0 %	$5,216,698	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$258,117	4.2 %	$326,126	6.3 %
Accounts payable				
Trade, including currently due subcontractors	1,327,995	21.8	1,157,078	22.2
Subcontractor retainages	67,418	1.1	57,000	1.1
Other	102,914	1.7	96,550	1.9
Total accounts payable	1,498,327	24.5	1,310,628	25.1
Accrued expenses	451,841	7.4	383,391	7.3
Billings in excess of costs and recognized earnings on uncompleted contracts	521,312	8.5	376,836	7.2
Income taxes				
Current	83,606	1.4	36,935	0.7
Deferred	50,797	0.8	80,093	1.5
Total income taxes	134,603	2.2	116,028	2.2
Other current liabilities	230,247	3.8	335,579	6.4
Total current liabilities	3,094,247	50.7	2,850,580	54.6
Long-term debt, excluding current portion	514,982	8.4	525,255	10.1
Deferred income taxes	54,927	0.9	29,501	0.6
Other	102,405	1.7	11,360	0.2
Minority interests	1,307	0.0	1,629	0.0
Total liabilities	3,767,848	61.7	3,418,334	65.5
Net worth				
Stock, par value	133,660	2.2	134,641	2.6
Additional paid-in capital	141,843	2.3	98,659	1.9
Retained earnings	2,183,639	35.8	1,858,152	31.8
Treasury stock	(123,347)	2.0	(93,086)	1.8
Total net worth	2,335,795	38.3	1,798,364	34.5
Total liabilities and net worth	$6,103,643	100.0 %	$5,216,698	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$16,644,102	97.5 %	$15,017,749	98.9 %
Other revenue	$431,326	2.5	$172,547	1.1
Total revenue	17,075,426	100.0	15,190,296	100.0
Contract cost	(13,905,976)	81.4	(12,547,963)	82.6
Other cost	(182,076)	1.1	(466,504)	3.1
Total cost	(14,088,052)	82.5	(13,014,467)	85.7
Gross Profit	2,987,376	17.5	2,175,809	14.3
Selling, general and administrative expenses	(2,348,607)	13.8	(1,809,727)	11.9
Interest income	34,978	0.2	26,235	0.2
Interest expense	(122,529)	0.7	(119,835)	0.8
Other income (expense), net	59,142	0.3	23,446	0.2
Net earnings (loss) before taxes	610,358	3.6	295,928	1.9
Income taxes	(166,062)	1.0	(40,760)	0.3
Net earnings (loss)	$444,296	2.6 %	$255,168	1.7 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	89
1990	71

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.6	1.5
Quick Ratio	1.3	1.2
Days of Cash	11.8	8.7
Work. Cap. Turnover	9.1	11.2
Profitability Ratios		
Return on Assets	7.3 %	4.9 %
Return on Equity	19.0 %	14.2 %
Times Interest Earned	6.0	3.5
Leverage Ratios		
Debt to Equity	1.6	1.9
Revenue to Equity	7.3	8.4
Asset Turnover	2.8	2.9
Fixed Asset Ratio	33.3 %	46.4 %
Equity to G & A Expenses	1.0	1.0
Underbillings to Equity	22.7 %	23.0 %
Average Backlog to Equity	3.7	4.6
Average Backlog to Working Capital	4.6	6.1
Average Months in Backlog	6.1	6.6
Efficiency Ratios		
Days in Accounts Receivable	60.3	60.0
Days in Inventory	5.7	5.5
Days in Accounts Payable	36.8	34.7
Operating Cycle	41.2	39.8

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SPECIALTY TRADE CONTRACTORS
$25 - $50 MILLION REVENUE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$1,008,809	7.8 %	$714,509	5.9 %
Marketable securities and short-term investments	2,789	0.0	211,585	1.7
Receivables:				
Contract receivables currently due	5,087,001	39.4	5,394,743	43.9
Retainages on contracts	1,090,143	8.4	1,485,067	12.1
Unbilled work	242,523	1.9	17,453	0.1
Other receivables	169,485	1.3	209,356	1.7
Less allowance for doubtful accounts	(56,845)	0.4	(50,847)	0.4
Total receivables, net	6,533,287	50.6	7,055,772	57.4
Inventories	441,467	3.4	507,851	4.1
Costs and recognized earnings in excess of billings on uncompleted contracts	787,577	6.1	959,382	7.8
Investments in construction joint ventures	4,700	0.0	3,050	0.0
Other current assets	276,478	2.1	222,045	1.8
Total current assets	9,055,107	70.2	9,674,152	78.7
Property, plant and equipment	5,239,698	40.6	2,904,723	23.6
Less accumulated depreciation	(2,149,144)	16.7	(1,335,085)	10.9
Property, plant and equipment, net	3,090,554	23.9	1,569,638	12.8
Other assets	435,867	3.4	368,881	3.0
Intangible assets	323,966	2.5	673,238	5.5
Total assets	$12,905,494	100.0 %	$12,285,909	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$684,062	5.1 %	$415,436	3.4 %
Accounts payable				
Trade, including currently due subcontractors	2,782,196	21.6	2,298,494	18.7
Subcontractor retainages	168,435	1.3	138,788	1.1
Other	218,470	1.7	80,996	0.7
Total accounts payable	3,169,101	24.6	2,518,278	20.5
Accrued expenses	879,966	6.8	952,310	7.8
Billings in excess of costs and recognized earnings on uncompleted contracts	1,127,493	8.7	1,129,799	9.2
Income taxes				
Current	96,481	0.7	151,704	1.2
Deferred	49,550	0.4	177,361	1.4
Total income taxes	146,031	1.1	329,065	2.7
Other current liabilities	261,536	2.0	582,564	4.7
Total current liabilities	5,248,191	48.4	5,927,452	48.2
Long-term debt, excluding current portion	1,915,137	14.8	1,090,895	8.9
Deferred income taxes	200,807	1.6	69,502	0.6
Other	(29,396)	-0.2	113,462	0.9
Minority interests	5,160	0.0	26,357	0.2
Total liabilities	8,339,897	64.6	7,227,668	58.8
Net worth				
Stock, par value	504,819	3.9	519,307	4.2
Additional paid-in capital	694,343	5.4	1,573,624	12.8
Retained earnings	3,796,097	29.4	3,315,750	27.0
Treasury stock	(429,662)	3.3	(350,440)	2.9
Total net worth	4,565,597	35.4	5,058,241	41.2
Total liabilities and net worth	$12,905,494	100.0 %	$12,285,909	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$32,259,605	96.3 %	$32,469,636	98.9 %
Other revenue	$1,232,171	3.7	$389,797	1.2
Total revenue	33,491,776	100.0	32,859,433	100.0
Contract cost	(27,926,314)	83.4	(27,886,564)	84.9
Other cost	(714,402)	2.1	(395,820)	1.2
Total cost	(28,640,716)	85.5	(28,282,384)	86.1
Gross Profit	4,851,060	14.5	4,577,049	13.9
Selling, general and administrative expenses	(4,029,199)	12.0	(3,550,802)	10.8
Interest income	56,504	0.2	82,422	0.3
Interest expense	(247,642)	0.7	(220,612)	0.7
Other income (expense), net	(25,824)	0.1	(264,322)	0.8
Net earnings (loss) before taxes	604,951	1.8	623,735	1.9
Income taxes	(123,784)	0.4	(133,769)	0.4
Net earnings (loss)	$481,167	1.4 %	$489,966	1.5 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	30
1990	28

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.6
Quick Ratio	1.2	1.3
Days of Cash	10.8	7.8
Work. Cap. Turnover	11.9	8.8
Profitability Ratios		
Return on Assets	3.7 %	4.0 %
Return on Equity	10.5 %	9.7 %
Times Interest Earned	3.4	3.8
Leverage Ratios		
Debt to Equity	1.8	1.4
Revenue to Equity	7.3	6.5
Asset Turnover	2.6	2.7
Fixed Asset Ratio	67.7 %	31.0 %
Equity to G & A Expenses	1.1	1.4
Underbillings to Equity	22.6 %	19.3 %
Average Backlog to Equity	4.1	3.4
Average Backlog to Working Capital	6.7	4.6
Average Months in Backlog	6.8	6.2
Efficiency Ratios		
Days in Accounts Receivable	55.9	60.8
Days in Inventory	5.5	6.5
Days in Accounts Payable	37.7	30.3
Operating Cycle	34.6	44.8

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SPECIALTY TRADE CONTRACTORS
OVER $50 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$3,756,691	7.0 %	$2,911,541	5.3 %
Marketable securities and short-term investments	409,705	0.8	657,058	1.2
Receivables:				
Contract receivables currently due	22,052,868	41.2	22,727,932	41.4
Retainages on contracts	5,787,484	10.8	6,455,740	11.8
Unbilled work	1,114,717	2.1	2,316,580	4.2
Other receivables	2,126,076	4.0	635,595	1.2
Less allowance for doubtful accounts	(293,609)	0.5	(444,356)	0.8
Total receivables, net	30,789,516	57.5	31,691,471	57.7
Inventories	1,745,802	3.3	2,293,205	4.2
Costs and recognized earnings in excess of billings on uncompleted contracts	2,765,946	5.2	3,794,592	6.9
Investments in construction joint ventures	430,491	0.8	350,248	0.6
Other current assets	1,530,031	2.9	2,000,509	3.6
Total current assets	41,408,182	77.3	43,698,624	79.6
Property, plant and equipment	17,514,023	32.7	15,121,083	27.5
Less accumulated depreciation	(10,000,508)	18.7	(8,504,114)	15.5
Property, plant and equipment, net	7,513,515	14.0	6,616,969	12.0
Other assets	3,167,858	5.9	3,044,760	5.5
Intangible assets	1,449,300	2.7	1,560,636	2.8
Total assets	$53,538,855	100.0 %	$54,920,989	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$2,453,529	4.6 %	$2,004,897	3.7 %
Accounts payable				
Trade, including currently due subcontractors	8,924,051	16.7	9,671,752	17.6
Subcontractor retainages	330,243	0.6	573,249	1.0
Other	4,623,815	8.6	1,049,534	1.9
Total accounts payable	13,878,109	25.9	11,294,535	20.6
Accrued expenses	4,322,424	8.1	5,500,330	10.0
Billings in excess of costs and recognized earnings on uncompleted contracts	5,402,429	10.1	5,832,418	10.6
Income taxes				
Current	109,562	0.2	283,363	0.5
Deferred	372,307	0.7	575,138	1.0
Total income taxes	481,869	0.9	858,521	1.6
Other current liabilities	4,904,652	9.2	4,277,025	7.8
Total current liabilities	31,443,012	58.7	29,767,726	54.2
Long-term debt, excluding current portion	6,519,800	12.2	5,615,895	10.2
Deferred income taxes	462,160	0.9	509,210	0.9
Other	1,260,093	2.4	2,433,034	4.4
Minority interests	180,827	0.3	53,123	0.1
Total liabilities	39,865,892	74.5	38,378,988	69.9
Net worth				
Stock, par value	1,630,496	3.0	3,269,247	6.0
Additional paid-in capital	3,730,788	7.0	3,684,457	6.7
Retained earnings	9,193,730	17.2	10,979,375	20.0
Treasury stock	(882,251)	1.6	(1,391,078)	2.5
Total net worth	13,672,763	25.5	16,542,001	30.1
Total liabilities and net worth	$53,538,655	100.0 %	$54,920,989	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$132,615,652	99.6 %	$130,754,827	98.5 %
Other revenue	$506,898	0.4	$2,007,667	1.5
Total revenue	133,122,550	100.0	132,762,494	100.0
Contract cost	(115,266,603)	86.6	(108,120,489)	81.4
Other cost	(507,620)	0.4	(1,648,930)	1.2
Total cost	(115,774,223)	87.0	(109,769,419)	82.7
Gross Profit	17,348,327	13.0	22,993,075	17.3
Selling, general and administrative expenses	(14,207,677)	10.7	(19,056,001)	14.4
Interest income	341,129	0.3	333,734	0.3
Interest expense	(1,431,352)	1.1	(2,208,680)	1.7
Other income (expense), net	(785,050)	0.6	(184,091)	0.1
Net earnings (loss) before taxes	1,265,377	1.0	1,878,057	1.4
Income taxes	(1,063,406)	0.8	(1,452,426)	1.1
Net earnings (loss)	$201,971	0.2 %	$425,631	0.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	28
1990	32

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.5
Quick Ratio	1.1	1.2
Days of Cash	10.2	7.9
Work. Cap. Turnover	13.4	9.5
Profitability Ratios		
Return on Assets	0.4 %	0.8 %
Return on Equity	1.5 %	2.6 %
Times Interest Earned	1.9	1.9
Leverage Ratios		
Debt to Equity	2.9	2.3
Revenue to Equity	9.7	8.0
Asset Turnover	2.5	2.4
Fixed Asset Ratio	55.0 %	40.0 %
Equity to G & A Expenses	1.0	0.9
Underbillings to Equity	28.4 %	36.9 %
Average Backlog to Equity	5.1	5.1
Average Backlog to Working Capital	7.0	6.0
Average Months in Backlog	6.3	7.6
Efficiency Ratios		
Days in Accounts Receivable	84.6	82.1
Days in Inventory	5.4	7.5
Days in Accounts Payable	42.1	35.2
Operating Cycle	38.1	42.4

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OTHER CONTRACTORS

OTHER CONTRACTORS

Foreword

Of the 804 survey respondents, 72 or 9% are included in the Other classification. This classification includes those contractors performing as construction managers and all other types of contracting not included in the other four classifications. This classification also includes those contractors performing work in the SIC code 6552 Subdividers and Developers. This section of the survey includes various charts, tables, and financial data for all respondents included in the Other contractor classification.

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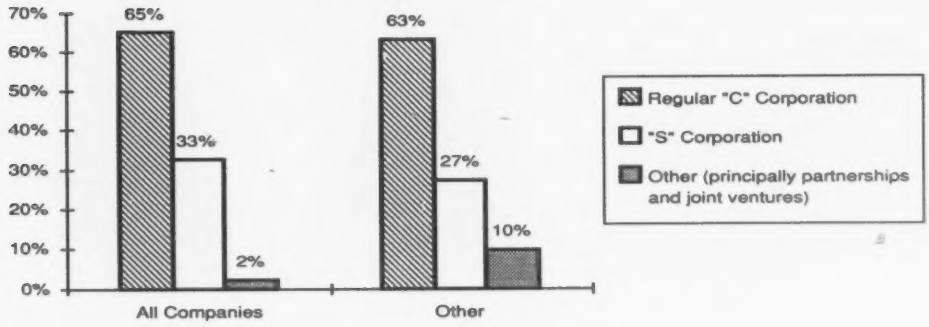
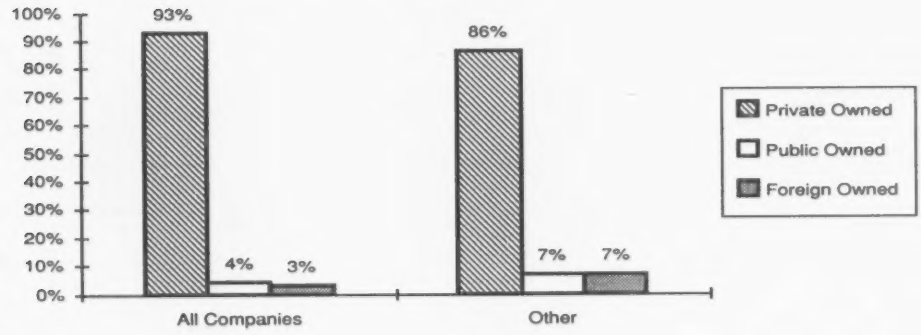
CORPORATE PROFILE

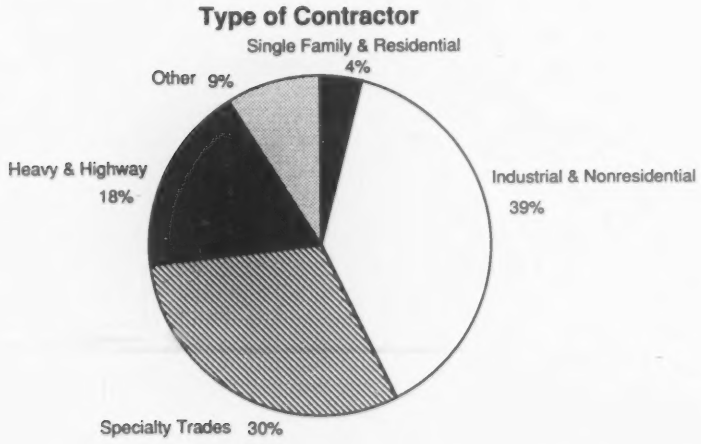
Legal Form of Business



Ownership of Business



Type of Contractor



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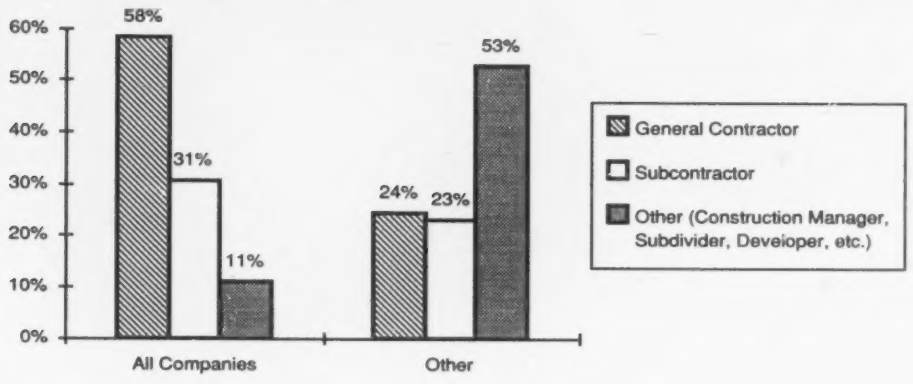
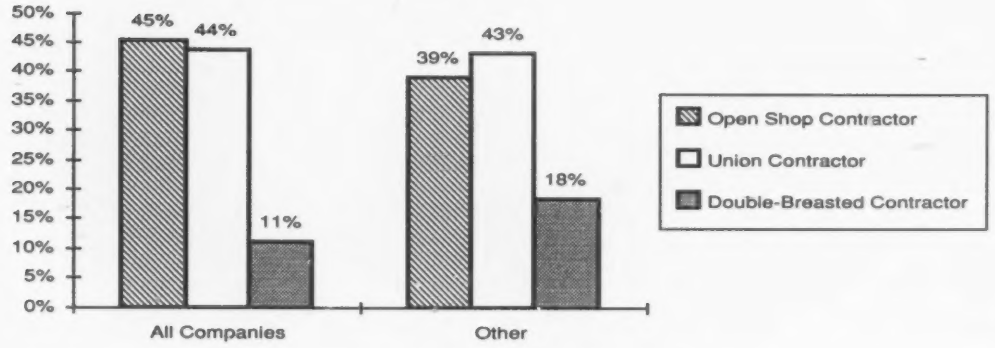
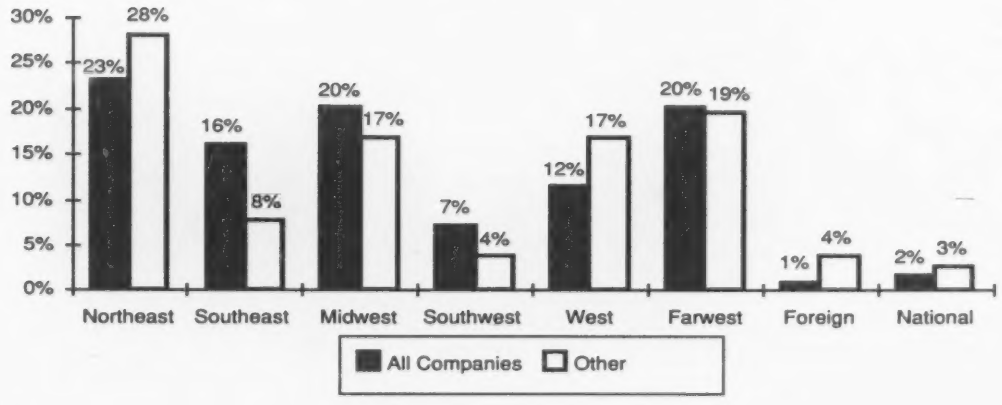
Role of Contractor



Union/Open Shop Contractors



Location of Work by Region



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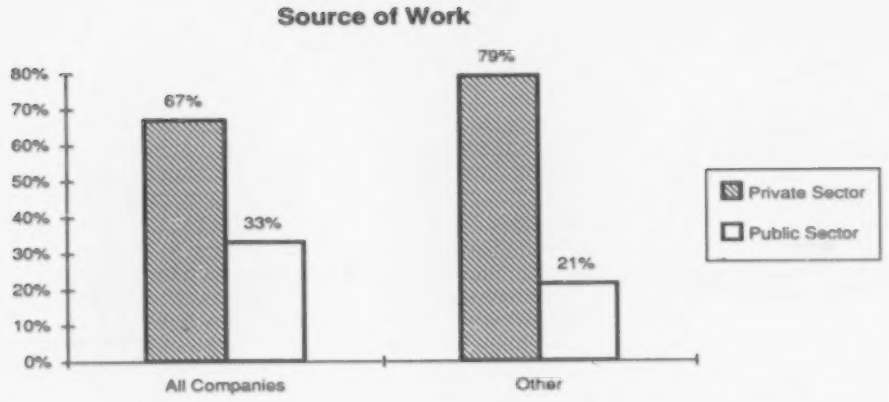

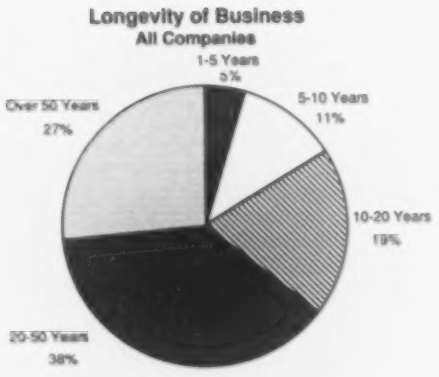

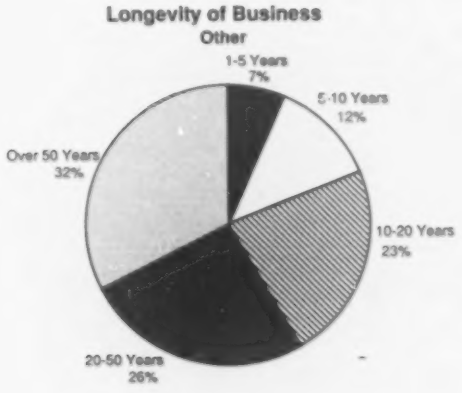

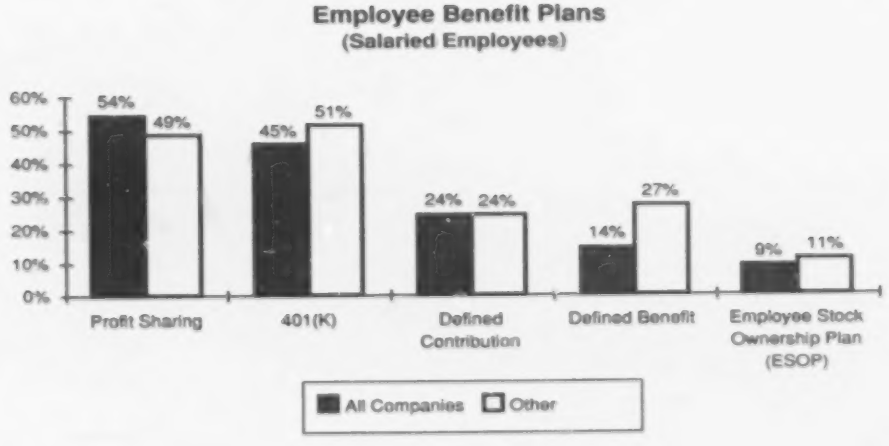

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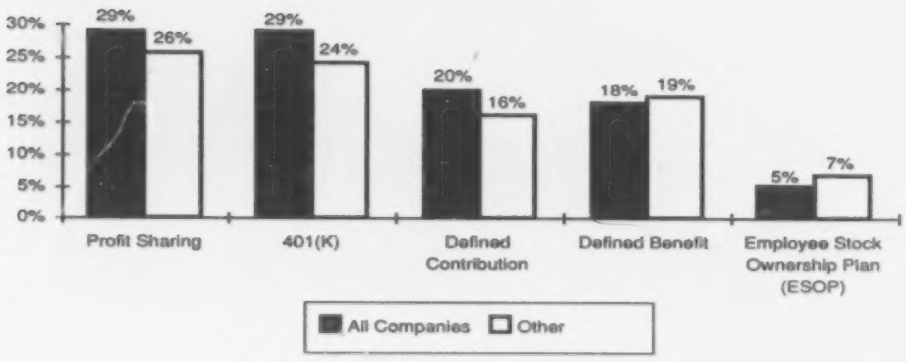
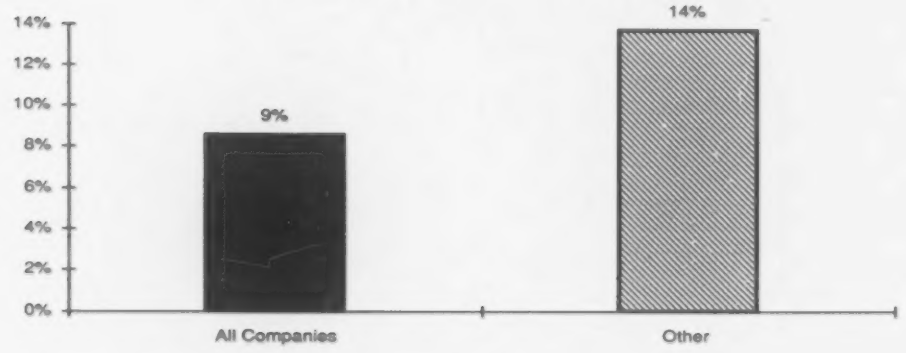
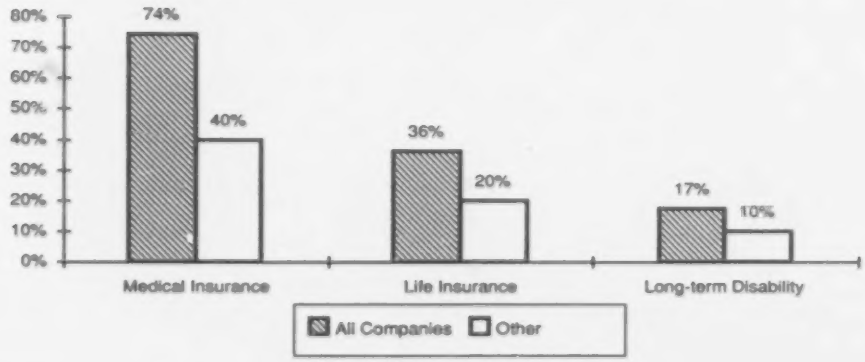
Employee Benefit Plans
(Hourly Employees)



Companies with Post-Retirement Benefits



Types of Post Retirement Benefits
(For Companies which provide Post-Retirement Benefits)



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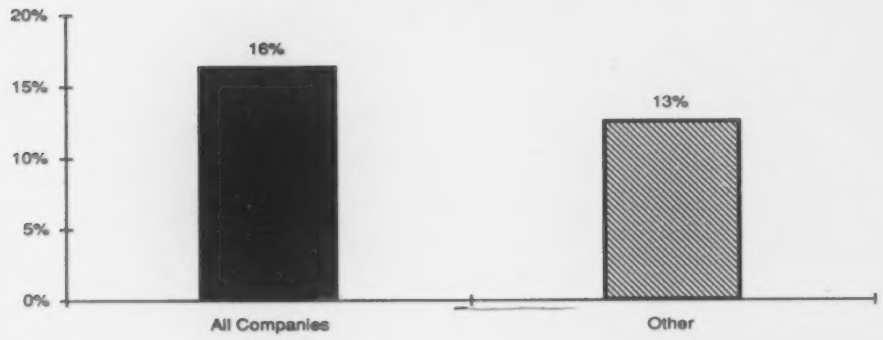
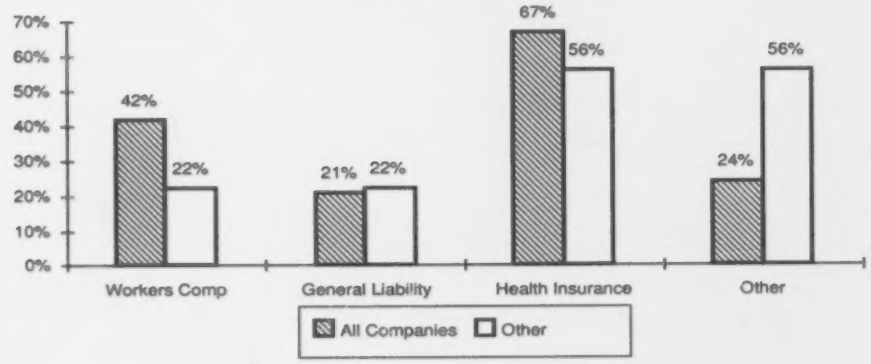
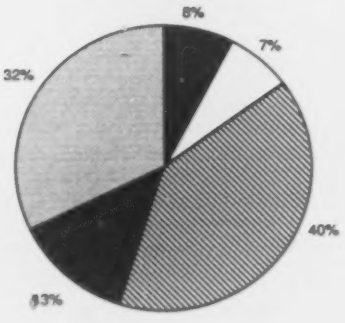
Companies which are Self-Insured

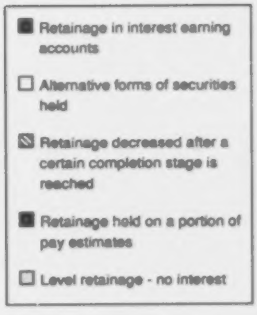


Areas of Self-Insurance
(For Companies which are Self-Insured)

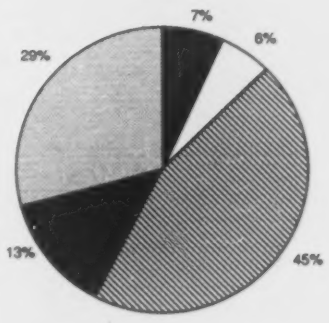


Types of Contract Retainage
All Companies




Retainage in interest earning accounts
Alternative forms of securities held
Retainage decreased after a certain completion stage is reached
Retainage held on a portion of pay estimates
Level retainage - no interest

Types of Contract Retainage
Other



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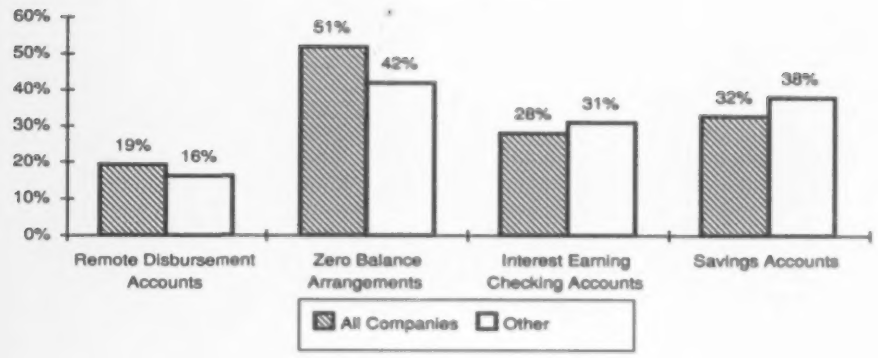
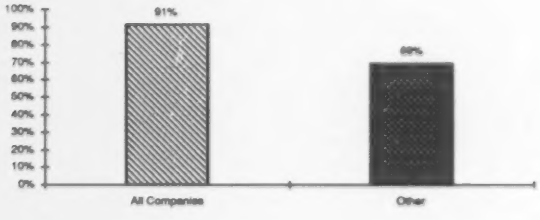
Cash Management



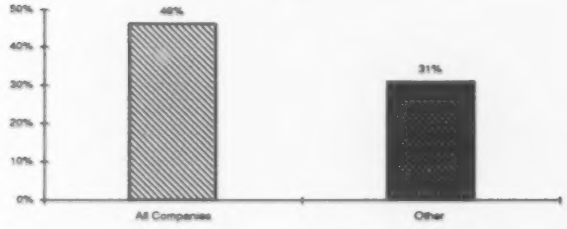
Bonuses

	Bonuses Determined by:			
Applicable to:	Discretionary	Goal Attainment	Formula	Other
Corporate execs	68%	11%	21%	0%
Project Mgrs	70%	9%	20%	0%
Project Supers	68%	12%	20%	0%
Estimators	77%	9%	14%	0%

Percentage of Companies that Perform Bonded Work



Percentage of Contract Revenue that is Bonded
(For Companies that Perform Bonded Work)



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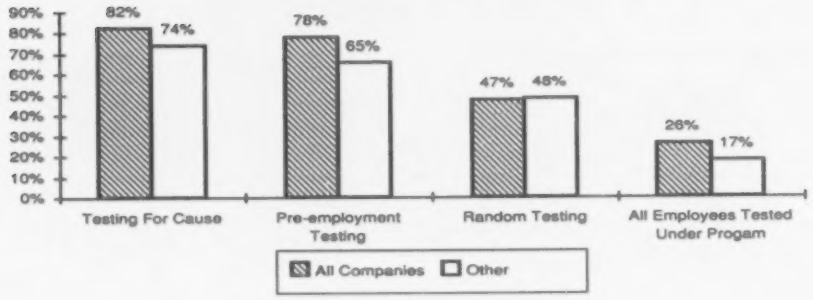
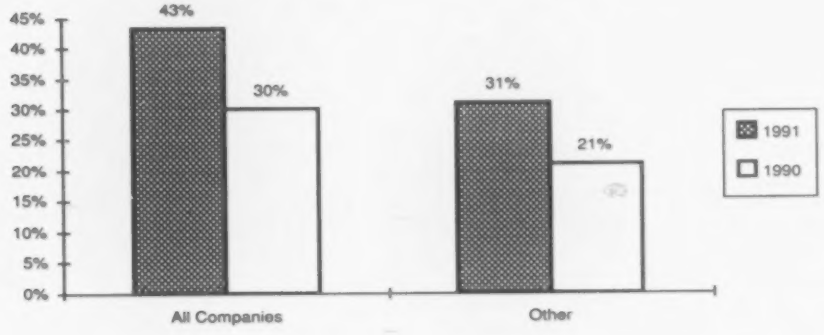
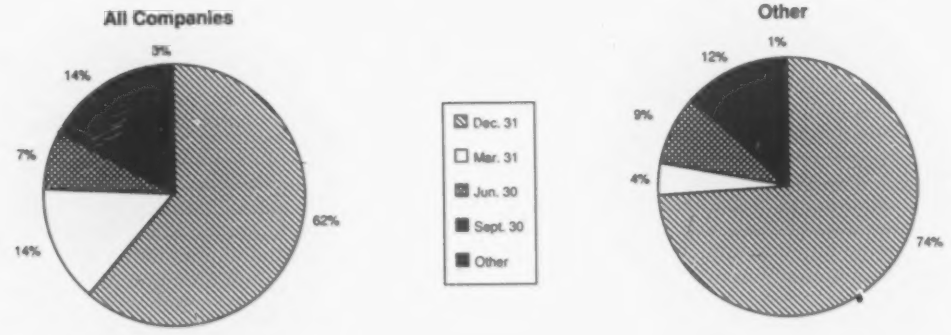
Methods of Substance Abuse Testing
(For Companies with Testing Programs)



Companies with Substance Abuse Testing Programs



Corporate Fiscal Year-End



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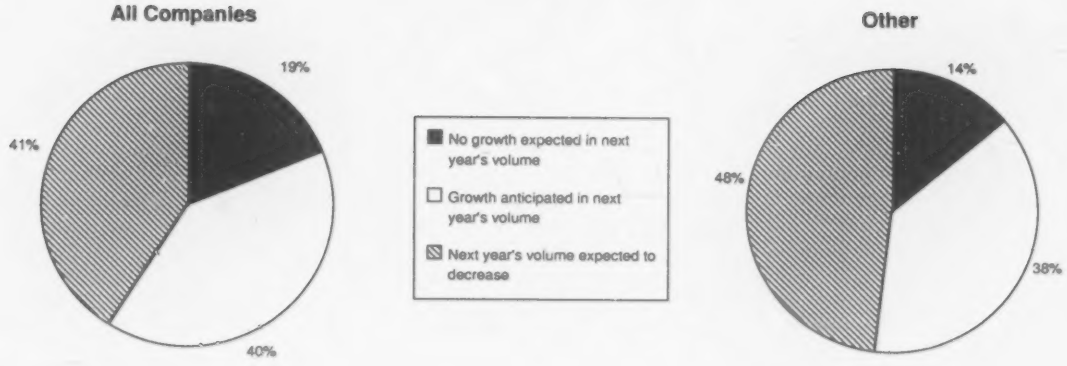
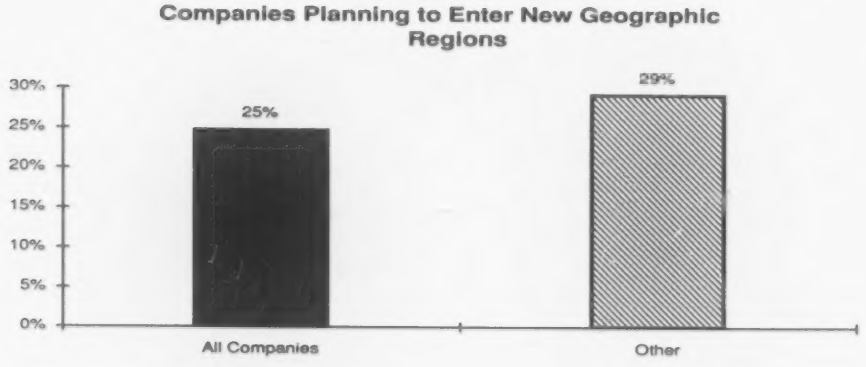
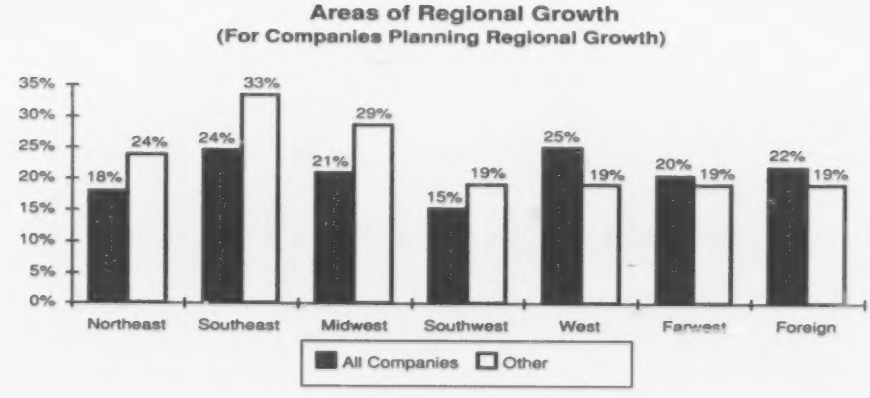
OPINIONS







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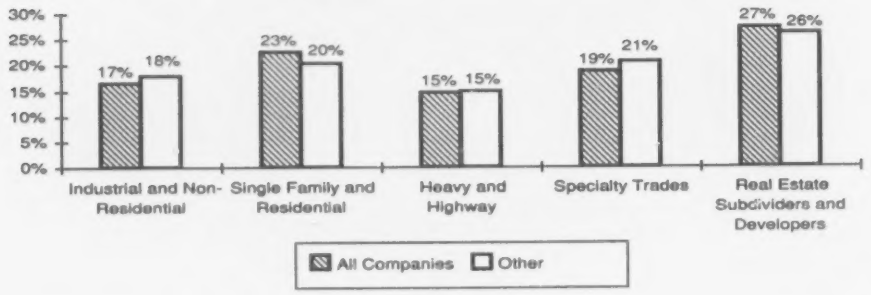
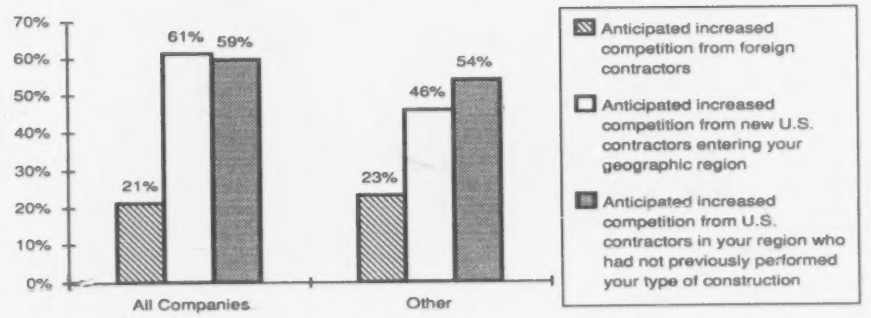
Percentage of Participants Estimating Future Growth in the Construction Markets



Anticipated Future Competition



Top Five Areas of Most Challenge in the Next Five Years

	Percent of Companies
Insurance (Workers comp, medical, life, etc.)	64%
Litigation	50%
Financing Costs	47%
Surety Bonds	27%
Manpower Needs	16%

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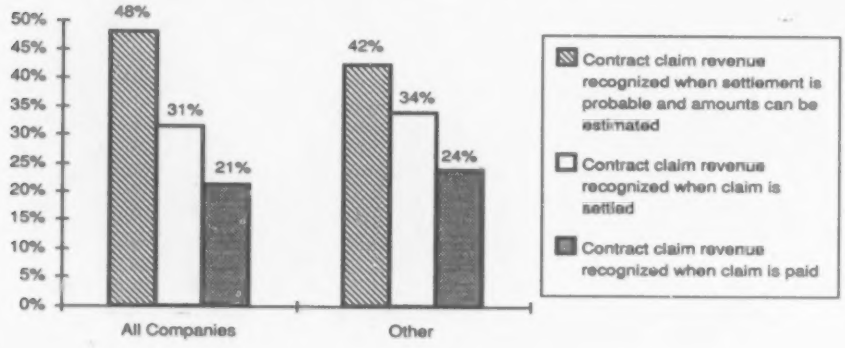
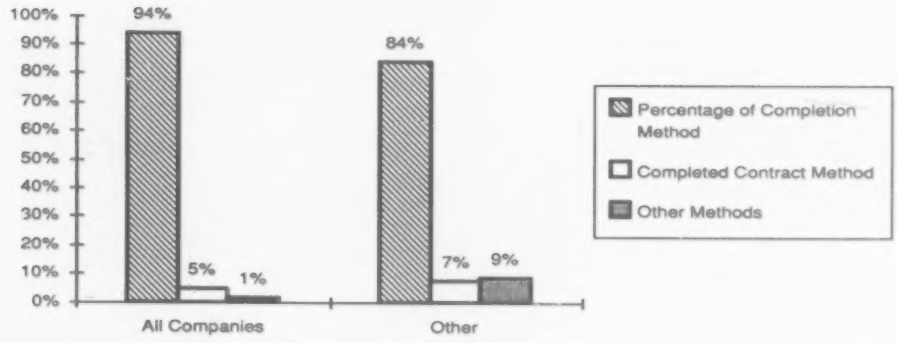
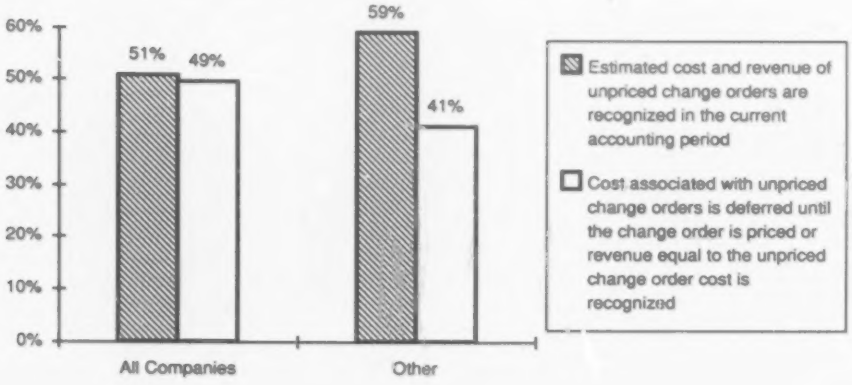
Contract Claim Revenue Recognition



Contract Revenue Recognition



Unpriced Change Order Cost



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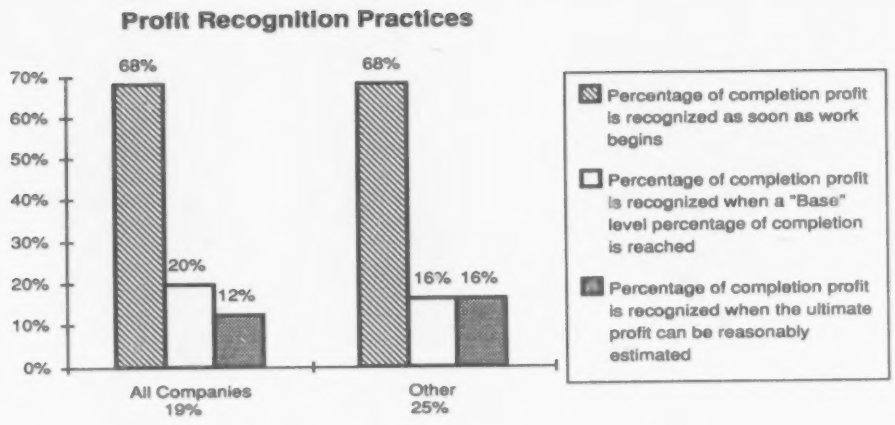
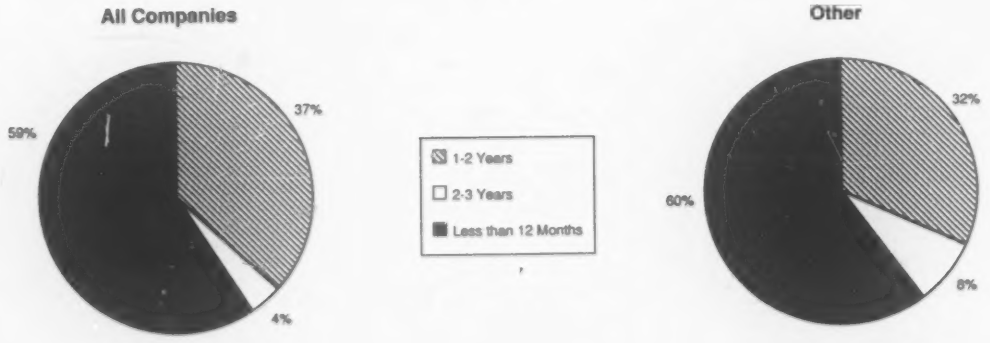


The percentages below the names represent the average "base" level of percentage completion at which contract profit recognition begins for those companies using such accounting policy.

Types of Contracts

Type of Contract	Percentage of Work Performed	
	All Companies	Other
Fixed Price	59%	47%
Cost Plus-Guaranteed Maximum	12%	12%
Cost Plus	7%	9%
Time and Materials	7%	9%
Construction Management	3%	10%
Unit Price	11%	9%
Others	1%	4%
Total	100%	100%

LENGTH OF CONTRACT



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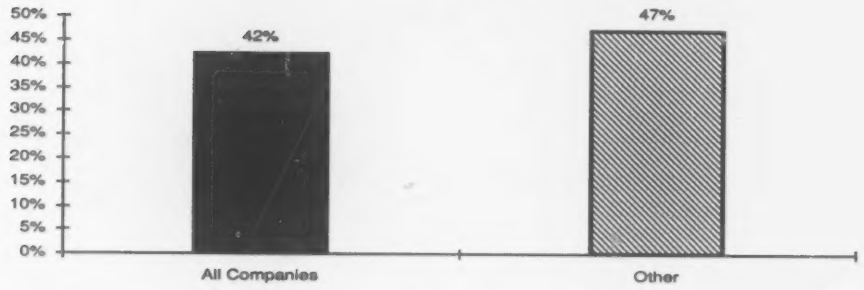
Percentage of Contract Cost Performed by Subcontractors



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SELECTED FINANCIAL DATA

Other Contractors

	All Companies	Other
Number of Companies	669	53
Assets	$21,018	$19,833
Liabilities	14,951	13,979
Net Worth	6,067	5,855
% Net Worth to Assets	28.9	29.5
Revenues	56,893	39,661
Gross Profit	4,800	6,058
% Gross Profit	8.4	15.3
G&A Expenses	3,750	4,349
% to Revenue	6.6	11.0
Net Income	760	1,095
% Net Income	1.3	2.8
Current Ratio	1.3	1.4
Return on Assets (%)	3.6	5.5
Return on Equity (%)	12.5	18.7

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The 53 Other contractors that provided financial data represent businesses of similar size to the overall composite of all companies. Total assets are only 6% less than the composite of all companies and revenues are approximately 30% less. Net worth as a percentage of assets (29.5%) is higher than the composite for all companies included in the survey. Net income percentage (2.8%) for the Other classification is twice as high compared to the overall composite percentages. Gross profit percentage (15.3%) is nearly twice that of the overall composite percentage and as would be expected, G & A expense percentage is also approximately 70% higher than the overall composite percentage.

The Other current ratio (1.4) is slightly higher than the overall composite current ratio (1.3), but the quick ratio (1.1) is equal to the composite quick ratio (1.1). Return on assets (5.5%) is greater than the overall composite return (3.6%) reflecting the higher net income of the Other classification. Return on equity increased by approximately 1.7% from 1990 reflecting higher net income and lower net worth in 1991.

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OTHER CONTRACTORS
COMPOSITE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$2,402,611	12.1 %	$2,420,036	11.0 %
Marketable securities and short-term investments	869,491	4.4	314,863	1.4
Receivables:				
Contract receivables currently due	6,622,776	33.4	7,049,026	32.0
Retainages on contracts	803,667	4.1	1,350,031	6.1
Unbilled work	97,505	0.5	182,137	0.8
Other receivables	545,796	2.8	391,138	1.8
Less allowance for doubtful accounts	(89,298)	0.5	(67,244)	0.3
Total receivables, net	7,980,540	40.2	8,905,090	40.4
Inventories	1,733,084	8.7	3,115,409	14.1
Costs and recognized earnings in excess of billings on uncompleted contracts	477,728	2.4	1,038,023	4.7
Investments in construction joint ventures	291,906	1.5	135,000	0.6
Other current assets	734,856	3.7	747,025	3.4
Total current assets	14,490,016	73.1	16,675,448	75.6
Property, plant and equipment	11,815,058	59.6	5,841,907	26.5
Less accumulated depreciation	(7,786,294)	39.3	(2,466,997)	11.2
Property, plant and equipment, net	3,828,764	19.3	3,374,910	15.3
Other assets	1,384,932	7.0	1,970,805	8.9
Intangible assets	129,683	0.7	38,002	0.2
Total assets	$19,833,395	100.0 %	$22,059,165	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$1,592,220	8.0 %	$2,503,338	11.3 %
Accounts payable				
Trade, including currently due subcontractors	4,583,460	23.1	4,724,073	21.4
Subcontractor retainages	667,062	3.4	930,976	4.2
Other	468,831	2.4	179,691	0.8
Total accounts payable	5,719,353	28.8	5,834,740	26.5
Accrued expenses	758,308	3.8	1,567,161	7.1
Billings in excess of costs and recognized earnings on uncompleted contracts	1,200,808	6.1	1,089,572	4.9
Income taxes				
Current	286,999	1.4	231,924	1.1
Deferred	188,319	0.9	326,835	1.5
Total income taxes	475,318	2.4	558,759	2.5
Other current liabilities	365,814	1.8	597,792	2.7
Total current liabilities	10,111,821	51.0	12,151,362	55.1
Long-term debt, excluding current portion	2,870,124	14.5	3,251,837	14.7
Deferred income taxes	275,773	1.4	259,648	1.2
Other	568,203	2.9	127,520	0.6
Minority interests	152,586	0.8	290,935	1.3
Total liabilities	13,978,507	70.5	16,081,100	72.9
Net worth				
Stock, par value	710,258	3.6	335,629	1.5
Additional paid-in capital	1,854,175	9.3	1,046,523	4.7
Retained earnings	3,801,114	18.2	4,955,126	22.5
Treasury stock	(310,659)	1.6	(359,215)	1.6
Total net worth	5,854,888	29.5	5,978,065	27.1
Total liabilities and net worth	$19,833,395	100.0 %	$22,059,165	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$38,149,049	96.2 %	$51,760,860	95.4 %
Other revenue	$1,512,332	3.8	$2,512,645	4.6
Total revenue	39,661,381	100.0	54,273,505	100.0
Contract cost	(32,688,908)	82.4	(44,361,576)	81.7
Other cost	(914,817)	2.3	(1,338,765)	2.5
Total cost	(33,603,725)	84.7	(45,700,339)	84.2
Gross Profit	6,057,656	15.3	8,573,166	15.8
Selling, general and administrative expenses	(4,348,640)	11.0	(6,674,626)	12.3
Interest income	149,985	0.4	357,544	0.7
Interest expense	(290,546)	0.7	(484,966)	0.9
Other income (expense), net	(118,203)	0.3	(228,546)	0.4
Net earnings (loss) before taxes	1,450,252	3.7	1,542,572	2.8
Income taxes	(355,323)	0.9	(526,716)	1.0
Net earnings (loss)	$1,094,929	2.8 %	$1,015,856	1.9 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	53
1990	63

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.4
Quick Ratio	1.1	1.0
Days of Cash	21.8	16.1
Work. Cap. Turnover	9.1	12.0
Profitability Ratios		
Return on Assets	5.5 %	4.6 %
Return on Equity	18.7 %	17.0 %
Times Interest Earned	6.0	4.2
Leverage Ratios		
Debt to Equity	2.4	2.7
Revenue to Equity	6.8	9.1
Asset Turnover	2.0	2.5
Fixed Asset Ratio	65.4 %	58.5 %
Equity to G & A Expenses	1.3	0.9
Underbillings to Equity	9.8 %	20.4 %
Average Backlog to Equity	4.8	10.0
Average Backlog to Working Capital	6.2	13.2
Average Months in Backlog	6.2	13.2
Efficiency Ratios		
Days in Accounts Receivable	64.3	48.9
Days in Inventory	18.6	24.5
Days in Accounts Payable	54.1	38.5
Operating Cycle	50.5	40.9

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SELECTED REGIONAL FINANCIAL DATA

Other Contractors

	All Companies	Regions					
		NE	SE	MW	SW	W	FW
Number of Companies	53	16	5	12	N/A	9	10
Assets	$19,833	$11,877	$6,114	$13,676	-	$22,801	$23,085
Liabilities	13,979	8,113	5,106	9,314	-	15,984	16,481
Net Worth	5,855	3,763	1,007	4,361	-	6,817	6,604
% Net Worth to Assets	29.5	31.7	16.5	31.9	-	29.9	28.6
Revenues	39,661	35,339	16,447	34,391	-	48,720	49,572
Gross Profit	6,058	5,762	2,533	4,222	-	7,342	9,800
% Gross Profit	15.3	16.3	15.4	12.3	-	15.1	19.8
G&A Expenses	4,349	4,305	2,289	2,806	-	4,283	7,893
% to Revenue	11.0	12.2	13.9	8.2	-	8.8	15.9
Net Income	1,095	534	113	804	-	2,260	1,447
% Net Income	2.8	1.5	0.7	2.3	-	4.6	2.9
Current Ratio	1.4	1.4	1.2	1.4	-	1.5	1.5
Return on Assets (%)	5.5	4.5	1.8	5.9	-	9.9	6.3
Return on Equity (%)	18.7	14.2	11.2	18.4	-	33.1	21.9

Note: All $ amounts are in thousands

Discussion and Analysis

Total assets for Other contractors range from $6.1 million in the Southeast region to $23.1 million in the Farwest. Total assets decreased considerably from 1990 for the Northeast and Southeast regions. The Southeast region decreased by approximately 80% from 1990. The Other contractors are evenly dispersed among the regions, ranging from 9% in the Southeast region to 30% in the Northeast region. There were no respondents to the financial data for the Southwest region. Revenues for the Farwest region increased substantially from 1990 and approximately tripled for the West region. All other regions showed a significant decrease in revenue.

The Farwest region has the highest gross profit percentage (19.8%) and the highest G & A expense percentage (15.9%), resulting in a net income percentage (2.9%) comparable to that of the overall composite (2.8%). The West region has the highest net income percentage (4.6%), return on assets (9.9%), and return on equity (33.1%).

Overall, the Other contractors appeared to have a less profitable year in 1991 than in 1990, except for the Midwest and West regions which experienced increases.

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OTHER CONTRACTORS
NORTHEAST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$971,048	8.2 %	$3,335,020	14.7 %
Marketable securities and short-term investments	318,010	2.7	201,151	0.9
Receivables:				
Contract receivables currently due	6,730,121	56.7	10,907,797	48.2
Retainages on contracts	452,992	3.8	2,285,667	10.1
Unbilled work	100,583	0.8	390,533	1.7
Other receivables	165,237	1.4	656,327	2.9
Less allowance for doubtful accounts	(239,361)	2.0	(161,617)	0.7
Total receivables, net	7,209,572	60.7	14,078,707	62.2
Inventories	137,088	1.2	1,568,719	6.9
Costs and recognized earnings in excess of billings on uncompleted contracts	329,840	2.8	529,099	2.3
Investments in construction joint ventures	76,487	0.6	27,001	0.1
Other current assets	1,651,563	13.9	557,361	2.5
Total current assets	10,693,576	90.0	20,287,058	89.6
Property, plant and equipment	2,235,190	18.8	3,394,967	15.0
Less accumulated depreciation	(1,411,026)	11.9	(1,848,791)	8.2
Property, plant and equipment, net	824,164	6.9	1,546,176	6.8
Other assets	353,638	3.0	765,010	3.4
Intangible assets	5,198	0.0	49,493	0.2
Total assets	$11,876,576	100.0 %	$22,647,737	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$135,075	1.1 %	$533,418	2.4 %
Accounts payable				
Trade, including currently due subcontractors	4,918,821	41.4	7,693,645	34.0
Subcontractor retainages	322,667	2.7	1,257,758	5.6
Other	55,862	0.5	51,967	0.2
Total accounts payable	5,297,370	44.6	9,003,368	39.8
Accrued expenses	306,859	2.6	1,778,795	7.9
Billings in excess of costs and recognized earnings on uncompleted contracts	616,130	5.2	1,350,058	6.0
Income taxes				
Current	779,271	6.6	780,895	3.4
Deferred	21,625	0.2	385,471	1.7
Total income taxes	800,896	6.7	1,166,166	5.1
Other current liabilities	473,208	4.0	1,631,928	7.2
Total current liabilities	7,629,536	64.2	15,463,733	68.3
Long-term debt, excluding current portion	404,847	3.4	1,140,186	5.0
Deferred income taxes	63,463	0.5	223,143	1.0
Other	6,280	0.1	91,225	0.4
Minority interests	9,016	0.1	17,830	0.1
Total liabilities	8,113,151	68.3	16,936,117	74.8
Net worth				
Stock, par value	192,283	1.6	409,451	1.8
Additional paid-in capital	406,087	3.4	279,868	1.2
Retained earnings	3,713,874	31.3	5,829,374	25.7
Treasury stock	(548,819)	4.6	(807,071)	3.6
Total net worth	3,763,425	31.7	5,711,620	25.2
Total liabilities and net worth	$11,876,576	100.0 %	$22,647,737	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$35,306,434	99.9 %	$58,411,451	95.3 %
Other revenue	$32,716	0.1	$2,851,734	4.7
Total revenue	35,339,150	100.0	61,263,185	100.0
Contract cost	(29,533,860)	83.6	(44,090,999)	72.0
Other cost	(43,201)	0.1	(2,159,723)	3.5
Total cost	(29,577,061)	83.7	(46,250,722)	75.5
Gross Profit	5,762,089	16.3	15,012,463	24.5
Selling, general and administrative expenses	(4,305,312)	12.2	(12,831,072)	20.9
Interest income	107,997	0.3	537,437	0.9
Interest expense	(75,331)	0.2	(316,119)	0.5
Other income (expense), net	(629,714)	1.8	(177,012)	0.3
Net earnings (loss) before taxes	859,729	2.4	2,225,697	3.6
Income taxes	(325,658)	0.9	(1,196,638)	2.0
Net earnings (loss)	$534,071	1.5 %	$1,029,059	1.7 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	16
1990	19

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.3
Quick Ratio	1.1	1.1
Days of Cash	9.9	19.6
Work. Cap. Turnover	11.5	12.7
Profitability Ratios		
Return on Assets	4.5 %	4.5 %
Return on Equity	14.2 %	18.0 %
Times Interest Earned	12.4	8.0
Leverage Ratios		
Debt to Equity	2.2	3.0
Revenue to Equity	9.4	10.7
Asset Turnover	3.0	2.7
Fixed Asset Ratio	21.9 %	27.1 %
Equity to G & A Expenses	0.9	0.4
Underbillings to Equity	11.4 %	16.1 %
Average Backlog to Equity	8.0	10.8
Average Backlog to Working Capital	9.8	12.7
Average Months in Backlog	10.2	12.0
Efficiency Ratios		
Days in Accounts Receivable	67.8	67.0
Days in Inventory	1.7	12.1
Days in Accounts Payable	60.5	60.3
Operating Cycle	18.8	38.4

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OTHER CONTRACTORS
SOUTHEAST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$258,028	4.2 %	$7,248,064	24.5 %
Marketable securities and short-term investments	183,000	3.0	0	0.0
Receivables:				
Contract receivables currently due	3,605,365	59.0	10,441,144	35.3
Retainages on contracts	160,043	2.6	125,601	0.4
Unbilled work	17,156	0.3	269,383	0.9
Other receivables	572,712	9.4	183,989	0.6
Less allowance for doubtful accounts	(85,633)	1.4	(13,354)	0.0
Total receivables, net	4,269,641	69.8	11,006,743	37.2
Inventories	203,102	3.3	544,080	1.8
Costs and recognized earnings in excess of billings on uncompleted contracts	154,911	2.5	2,732,972	9.2
Investments in construction joint ventures	181,417	3.0	0	0.0
Other current assets	93,833	1.5	1,869,133	6.3
Total current assets	5,341,932	87.4	23,400,982	79.1
Property, plant and equipment	610,565	10.0	6,589,983	22.3
Less accumulated depreciation	(308,397)	5.0	(1,386,325)	4.7
Property, plant and equipment, net	302,168	4.9	5,203,658	17.6
Other assets	469,410	7.7	924,429	3.1
Intangible assets	0	0.0	38,867	0.1
Total assets	$6,113,510	100.0 %	$29,567,966	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$319,351	5.2 %	$415,909	1.4 %
Accounts payable				
Trade, including currently due subcontractors	2,548,573	41.7	3,617,091	12.2
Subcontractor retainages	193,170	3.2	0	0.0
Other	88,994	1.5	98,384	0.3
Total accounts payable	2,830,737	46.3	3,715,475	12.6
Accrued expenses	278,450	4.6	6,355,254	21.5
Billings in excess of costs and recognized earnings on uncompleted contracts	535,538	8.8	3,611,846	12.2
Income taxes				
Current	0	0.0	493,430	1.7
Deferred	68,794	1.1	128	0.0
Total income taxes	68,794	1.1	493,558	1.7
Other current liabilities	554,633	9.1	6,429	0.0
Total current liabilities	4,587,503	75.0	14,598,471	49.4
Long-term debt, excluding current portion	216,768	3.5	4,931,233	16.7
Deferred income taxes	80,310	1.3	374,947	1.3
Other	221,777	3.6	190,908	0.6
Minority interests	0	0.0	22,330	0.1
Total liabilities	5,106,358	83.5	20,117,889	68.0
Net worth				
Stock, par value	183,900	3.0	492,312	1.7
Additional paid-in capital	26,306	0.4	1,125,831	3.8
Retained earnings	825,486	13.5	7,831,934	26.5
Treasury stock	(28,600)	0.5	0	0.0
Total net worth	1,007,152	16.5	9,450,077	32.0
Total liabilities and net worth	$6,113,510	100.0 %	$29,567,966	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$16,139,925	98.1 %	$121,162,464	100.0 %
Other revenue	$307,652	1.9	$0	0.0
Total revenue	16,446,577	100.0	121,162,464	100.0
Contract cost	(13,812,995)	84.0	(107,452,052)	88.7
Other cost	(100,279)	0.6	0	0.0
Total cost	(13,913,274)	84.6	(107,452,052)	88.7
Gross Profit	2,533,303	15.4	13,710,412	11.3
Selling, general and administrative expenses	(2,289,083)	13.9	(8,064,760)	6.7
Interest income	91,014	0.6	291,030	0.2
Interest expense	(100,586)	0.6	(1,088,583)	0.9
Other income (expense), net	(36,299)	0.2	(253,944)	0.2
Net earnings (loss) before taxes	198,349	1.2	4,814,175	3.8
Income taxes	(83,719)	0.5	(1,833,400)	1.5
Net earnings (loss)	$112,630	0.7 %	$2,780,775	2.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	5
1990	7

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.2	1.8
Quick Ratio	1.0	1.3
Days of Cash	5.6	21.5
Work. Cap. Turnover	21.8	13.8
Profitability Ratios		
Return on Assets	1.8 %	9.4 %
Return on Equity	11.2 %	29.4 %
Times Interest Earned	3.0	5.3
Leverage Ratios		
Debt to Equity	5.1	2.1
Revenue to Equity	16.3	12.8
Asset Turnover	2.7	4.1
Fixed Asset Ratio	30.0 %	55.1 %
Equity to G & A Expenses	0.4	1.2
Underbillings to Equity	17.1 %	31.8 %
Average Backlog to Equity	5.4	8.1
Average Backlog to Working Capital	7.2	8.7
Average Months in Backlog	3.9	7.6
Efficiency Ratios		
Days in Accounts Receivable	89.6	31.5
Days in Inventory	5.3	1.8
Days in Accounts Payable	68.2	12.4
Operating Cycle	32.2	42.4

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OTHER CONTRACTORS
MIDWEST REGION

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$2,037,739	14.9 %	$594,509	3.7 %
Marketable securities and short-term investments	14,130	0.1	422,203	2.7
Receivables:				
Contract receivables currently due	3,808,343	27.8	6,056,663	38.1
Retainages on contracts	318,979	2.3	2,256,535	14.2
Unbilled work	8,357	0.1	118,739	0.7
Other receivables	347,843	2.5	418,003	2.6
Less allowance for doubtful accounts	(10,157)	0.1	(2,728)	0.0
Total receivables, net	4,473,365	32.7	8,847,212	55.7
Inventories	439,786	3.2	276,768	1.7
Costs and recognized earnings in excess of billings on uncompleted contracts	427,534	3.1	455,629	2.9
Investments in construction joint ventures	417	0.0	12,639	0.1
Other current assets	119,586	0.9	302,479	1.9
Total current assets	7,512,517	54.9	10,911,439	68.7
Property, plant and equipment	14,457,144	105.7	3,006,865	18.9
Less accumulated depreciation	(9,352,495)	68.4	(1,846,643)	11.6
Property, plant and equipment, net	5,104,649	37.3	1,160,222	7.3
Other assets	1,058,514	7.7	3,809,343	24.0
Intangible assets	187	0.0	5,145	0.0
Total assets	$13,675,847	100.0 %	$15,196,149	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$155,407	1.1 %	$2,326,307	14.6 %
Accounts payable				
Trade, including currently due subcontractors	3,289,199	24.1	5,108,771	32.2
Subcontractor retainages	164,743	1.2	1,693,417	10.7
Other	35,774	0.3	237,661	1.5
Total accounts payable	3,489,716	25.5	7,039,849	44.3
Accrued expenses	937,506	6.9	677,985	4.3
Billings in excess of costs and recognized earnings on uncompleted contracts	618,997	4.5	830,534	5.2
Income taxes				
Current	132,136	1.0	(268,369)	-1.7
Deferred	106,318	0.8	332,122	2.1
Total income taxes	238,454	1.7	63,753	0.4
Other current liabilities	42,504	0.3	8,389	0.1
Total current liabilities	5,482,584	40.1	10,946,817	68.9
Long-term debt, excluding current portion	3,339,467	24.4	1,070,788	6.7
Deferred income taxes	70,083	0.5	52,324	0.3
Other	422,347	3.1	55,481	0.3
Minority interests	0	0.0	11,400	0.1
Total liabilities	9,314,481	68.1	12,136,790	78.4
Net worth				
Stock, par value	641,122	4.7	175,114	1.1
Additional paid-in capital	1,437,592	10.5	1,053,119	6.6
Retained earnings	2,641,552	19.3	2,830,529	17.8
Treasury stock	(358,900)	2.6	(309,403)	1.9
Total net worth	4,361,366	31.9	3,749,359	23.6
Total liabilities and net worth	$13,675,847	100.0 %	$15,886,149	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$34,270,835	99.7 %	$52,580,856	96.0 %
Other revenue	$119,724	0.3	$2,204,623	4.0
Total revenue	34,390,559	100.0	54,785,479	100.0
Contract cost	(30,135,467)	87.6	(51,368,435)	93.8
Other cost	(33,430)	0.1	(533,500)	1.0
Total cost	(30,168,897)	87.7	(51,899,935)	94.8
Gross Profit	4,221,662	12.3	2,885,544	5.2
Selling, general and administrative expenses	(2,806,373)	8.2	(3,345,128)	6.1
Interest income	141,577	0.4	364,184	0.7
Interest expense	(190,656)	0.6	(219,405)	0.4
Other income (expense), net	($7,073)	0.3	184,216	0.3
Net earnings (loss) before taxes	1,279,137	3.7	(170,609)	0.3
Income taxes	(475,063)	1.4	315,685	0.8
Net earnings (loss)	$804,074	2.3 %	$145,058	0.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	12
1990	17

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.0
Quick Ratio	1.2	0.9
Days of Cash	21.3	3.9
Work. Cap. Turnover	16.9	(1,548.0)
Profitability Ratios		
Return on Assets	5.9 %	0.9 %
Return on Equity	18.4 %	3.9 %
Times Interest Earned	7.7	0.2
Leverage Ratios		
Debt to Equity	2.1	3.2
Revenue to Equity	7.9	14.6
Asset Turnover	2.5	3.4
Fixed Asset Ratio	117.0 %	30.9 %
Equity to G & A Expenses	1.6	1.1
Underbillings to Equity	10.0 %	15.3 %
Average Backlog to Equity	5.4	21.8
Average Backlog to Working Capital	11.7	(2,305.8)
Average Months in Backlog	8.3	17.9
Efficiency Ratios		
Days in Accounts Receivable	43.4	42.5
Days in Inventory	5.2	1.9
Days in Accounts Payable	39.7	37.1
Operating Cycle	30.3	11.3

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OTHER CONTRACTORS
SOUTHWEST REGION

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents				
Marketable securities and short-term investments				
Receivables:				
Contract receivables currently due				
Retainages on contracts				
Unbilled work				
Other receivables				
Less allowance for doubtful accounts				
Total receivables, net				
Inventories				
Costs and recognized earnings in excess of billings on uncompleted contracts				
Investments in construction joint ventures				
Other current assets				
Total current assets				
Property, plant and equipment				
Less accumulated depreciation				
Property, plant and equipment, net				
Other assets				
Intangible assets				
Total assets				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt				
Accounts payable				
Trade, including currently due subcontractors				
Subcontractor retainages				
Other				
Total accounts payable				
Accrued expenses				
Billings in excess of costs and recognized earnings on uncompleted contracts				
Income taxes				
Current				
Deferred				
Total income taxes				
Other current liabilities				
Total current liabilities				
Long-term debt, excluding current portion				
Deferred income taxes				
Other				
Minority interests				
Total liabilities				
Net worth				
Stock, par value				
Additional paid-in capital				
Retained earnings				
Treasury stock				
Total net worth				
Total liabilities and net worth				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue				
Other revenue				
Total revenue				
Contract cost				
Other cost				
Total cost				
Gross Profit				
Selling, general and administrative expenses				
Interest income				
Interest expense				
Other income (expense), net				
Net earnings (loss) before taxes				
Income taxes				
Net earnings (loss)				

NOTE: NUMBER OF PARTICIPANTS NOT SUFFICIENT TO PROVIDE USEFUL AVERAGE FINANCIAL DATA

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	2
1990	0

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio		
Quick Ratio		
Days of Cash		
Work. Cap. Turnover		
Profitability Ratios		
Return on Assets		
Return on Equity		
Times Interest Earned		
Leverage Ratios		
Debt to Equity		
Revenue to Equity		
Asset Turnover		
Fixed Asset Ratio		
Equity to G & A Expenses		
Underbillings to Equity		
Average Backlog to Equity		
Average Backlog to Working Capital		
Average Months in Backlog		
Efficiency Ratios		
Days in Accounts Receivable		
Days in Inventory		
Days in Accounts Payable		
Operating Cycle		

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OTHER CONTRACTORS
WEST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$1,807,402	7.9 %	$490,703	5.7 %
Marketable securities and short-term investments	1,149,356	5.0	958,178	11.1
Receivables:				
Contract receivables currently due	3,299,917	14.5	1,796,879	20.7
Retainages on contracts	1,184,899	5.2	337,447	3.9
Unbilled work	80,450	0.3	22,314	0.3
Other receivables	1,153,835	5.1	79,592	0.9
Less allowance for doubtful accounts	(20,889)	0.1	(25,639)	0.3
Total receivables, net	5,678,012	24.9	2,210,593	25.5
Inventories	3,124,977	13.7	351,434	4.1
Costs and recognized earnings in excess of billings on uncompleted contracts	94,891	0.4	221,731	2.6
Investments in construction joint ventures	89,004	0.4	0	0.0
Other current assets	347,974	1.5	334,701	3.9
Total current assets	12,291,616	53.9	4,567,340	52.7
Property, plant and equipment	18,608,184	81.6	7,625,316	88.1
Less accumulated depreciation	(11,150,318)	48.9	(4,541,276)	52.4
Property, plant and equipment, net	7,455,846	32.7	3,084,040	35.6
Other assets	3,007,062	13.2	996,542	11.5
Intangible assets	46,784	0.2	11,939	0.1
Total assets	$22,801,308	100.0 %	$8,659,861	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$1,895,256	8.3 %	$348,793	4.0 %
Accounts payable				
Trade, including currently due subcontractors	2,329,935	10.2	1,220,868	14.1
Subcontractor retainages	1,059,433	4.6	177,196	2.0
Other	317,306	1.4	3,068	0.0
Total accounts payable	3,706,674	16.3	1,401,132	16.2
Accrued expenses	1,139,896	5.0	407,009	4.7
Billings in excess of costs and recognized earnings on uncompleted contracts	1,044,629	4.6	321,526	3.7
Income taxes				
Current	88,125	0.4	8,623	0.1
Deferred	10,912	0.0	177,822	2.1
Total income taxes	99,037	0.4	186,445	2.2
Other current liabilities	295,220	1.3	575	0.0
Total current liabilities	8,180,512	35.9	2,663,480	30.8
Long-term debt, excluding current portion	3,609,035	15.8	1,989,638	23.0
Deferred income taxes	916,893	4.0	589,035	6.8
Other	2,425,448	10.6	232,062	2.7
Minority interests	852,233	3.7	31,403	0.4
Total liabilities	15,984,119	70.1	5,505,618	63.6
Net worth				
Stock, par value	517,556	2.3	122,143	1.4
Additional paid-in capital	1,711,207	7.5	173,376	2.0
Retained earnings	4,588,426	20.1	2,861,343	33.0
Treasury stock	0	0.0	(2,619)	0.0
Total net worth	6,817,189	29.9	3,154,243	36.4
Total liabilities and net worth	$22,801,308	100.0 %	$8,659,861	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$43,245,313	88.8 %	$14,175,583	89.5 %
Other revenue	$5,474,384	11.2	$1,670,710	10.5
Total revenue	48,719,697	100.0	15,846,293	100.0
Contract cost	(37,911,228)	77.8	(12,360,412)	78.0
Other cost	(3,466,701)	7.1	(1,380,271)	8.7
Total cost	(41,377,929)	84.9	(13,740,683)	86.7
Gross Profit	7,341,768	15.1	2,105,610	13.3
Selling, general and administrative expenses	(4,283,074)	8.8	(1,591,866)	10.0
Interest income	114,312	0.2	183,582	1.2
Interest expense	(500,214)	1.0	(328,610)	2.1
Other income (expense), net	(2,241)	0.0	129,825	0.8
Net earnings (loss) before taxes	2,670,551	5.5	498,541	3.1
Income taxes	(410,750)	0.8	(117,122)	0.7
Net earnings (loss)	$2,259,801	4.6 %	$381,419	2.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	9
1990	8

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.7
Quick Ratio	1.1	1.4
Days of Cash	13.4	11.1
Work. Cap. Turnover	11.9	8.3
Profitability Ratios		
Return on Assets	9.9 %	4.4 %
Return on Equity	33.1 %	12.1 %
Times Interest Earned	6.3	2.5
Leverage Ratios		
Debt to Equity	2.3	1.7
Revenue to Equity	7.1	5.0
Asset Turnover	2.1	1.8
Fixed Asset Ratio	109.4 %	97.8 %
Equity to G & A Expenses	1.6	2.0
Underbillings to Equity	2.3 %	7.7 %
Average Backlog to Equity	4.7	5.1
Average Backlog to Working Capital	7.8	8.4
Average Months in Backlog	7.9	12.1
Efficiency Ratios		
Days in Accounts Receivable	32.8	42.0
Days in Inventory	27.2	9.2
Days in Accounts Payable	23.0	32.1
Operating Cycle	50.3	30.3

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OTHER CONTRACTORS
FARWEST REGION

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$2,116,044	9.2 %	$2,035,107	6.9 %
Marketable securities and short-term investments	43,412	0.2	60,123	0.2
Receivables:				
Contract receivables currently due	6,052,394	26.2	4,265,087	14.4
Retainages on contracts	1,340,313	5.8	197,232	0.7
Unbilled work	120,516	0.5	307,297	1.0
Other receivables	1,044,342	4.5	325,074	1.1
Less allowance for doubtful accounts	(22,293)	0.1	(66,493)	0.2
Total receivables, net	8,535,272	37.0	5,028,197	17.0
Inventories	5,458,692	23.6	10,801,168	36.6
Costs and recognized earnings in excess of billings on uncompleted contracts	556,406	2.4	334,644	1.1
Investments in construction joint ventures	23,912	0.1	531,614	1.8
Other current assets	616,873	2.7	1,493,492	5.1
Total current assets	17,350,613	75.2	20,282,345	68.6
Property, plant and equipment	10,605,100	45.9	10,479,394	35.5
Less accumulated depreciation	(6,882,452)	29.8	(3,361,500)	11.4
Property, plant and equipment, net	3,722,648	16.1	7,117,894	24.1
Other assets	2,011,350	8.7	2,088,634	7.0
Intangible assets	0	0.0	76,507	0.3
Total assets	$23,084,620	100.0 %	$29,545,380	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$3,734,598	16.2 %	$6,418,822	21.7 %
Accounts payable				
Trade, including currently due subcontractors	3,401,786	14.7	2,736,243	9.3
Subcontractor retainages	1,096,553	4.8	129,490	0.4
Other	402,674	1.7	461,766	1.6
Total accounts payable	4,901,193	21.2	3,327,499	11.3
Accrued expenses	673,840	2.9	754,973	2.6
Billings in excess of costs and recognized earnings on uncompleted contracts	626,222	2.7	370,952	1.3
Income taxes				
Current	59,888	0.3	129,486	0.4
Deferred	525,690	2.3	534,902	1.8
Total income taxes	585,578	2.5	664,388	2.2
Other current liabilities	774,408	3.4	508,862	1.7
Total current liabilities	11,295,839	48.9	12,043,496	40.8
Long-term debt, excluding current portion	3,351,581	14.5	7,445,321	25.2
Deferred income taxes	610,027	2.6	241,826	0.8
Other	475,833	2.1	126,727	0.4
Minority interests	747,759	3.2	1,159,437	3.9
Total liabilities	16,480,839	71.4	21,016,807	71.1
Net worth				
Stock, par value	34,042	0.1	416,350	1.4
Additional paid-in capital	275,770	1.2	2,099,989	7.1
Retained earnings	6,604,199	28.6	6,218,773	21.0
Treasury stock	(310,230)	1.3	(206,539)	0.7
Total net worth	6,603,781	28.6	8,528,573	28.9
Total liabilities and net worth	$23,084,620	100.0 %	$29,545,380	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$43,442,256	87.6 %	$30,196,845	89.1 %
Other revenue	$6,129,875	12.4	$3,691,174	10.9
Total revenue	49,572,131	100.0	33,888,019	100.0
Contract cost	(35,706,853)	72.0	(23,810,351)	70.3
Other cost	(4,065,058)	8.2	(1,529,745)	4.5
Total cost	(39,771,911)	80.2	(25,340,096)	74.8
Gross Profit	9,800,220	19.8	8,547,923	25.2
Selling, general and administrative expenses	(7,892,741)	15.9	(5,930,856)	17.5
Interest income	171,440	0.3	191,808	0.6
Interest expense	(450,348)	0.9	(404,818)	1.2
Other income (expense), net	45,743	0.1	(656,320)	1.9
Net earnings (loss) before taxes	1,674,314	3.4	1,747,737	5.2
Income taxes	(227,797)	0.5	(163,896)	0.5
Net earnings (loss)	$1,448,517	2.9 %	$1,583,841	4.7 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	10
1990	15

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.7
Quick Ratio	0.9	0.8
Days of Cash	15.4	21.8
Work. Cap. Turnover	8.2	4.1
Profitability Ratios		
Return on Assets	6.3 %	5.4 %
Return on Equity	21.9 %	18.6 %
Times Interest Earned	4.7	5.3
Leverage Ratios		
Debt to Equity	2.5	2.5
Revenue to Equity	7.5	4.0
Asset Turnover	2.1	1.1
Fixed Asset Ratio	58.4 %	63.5 %
Equity to G & A Expenses	0.8	1.4
Underbillings to Equity	10.3 %	7.5 %
Average Backlog to Equity	7.7	1.8
Average Backlog to Working Capital	8.4	1.8
Average Months in Backlog	12.3	5.3
Efficiency Ratios		
Days in Accounts Receivable	51.4	48.0
Days in Inventory	49.4	153.4
Days in Accounts Payable	34.4	45.4
Operating Cycle	81.7	177.7

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SELECTED SIZE FINANCIAL DATA

Other Contractors

	Annual Volume			
	All Companies	Less than $10 Million	$10-50 Million	Over $50 Million
Number of Companies	53	20	23	10
Assets	$19,833	$3,358	$14,217	$51,226
Liabilities	13,979	1,375	9,845	38,214
Net Worth	5,855	1,983	4,372	13,013
% Net Worth to Assets	29.5	59.1	30.8	25.4
Revenues	39,661	4,311	27,685	131,164
Gross Profit	6,058	1,200	5,045	17,189
% Gross Profit	15.3	27.8	18.2	13.1
G&A Expenses	4,349	896	3,151	13,405
% to Revenue	11.0	20.8	11.4	10.2
Net Income	1,095	128	1,300	2,376
% Net Income	2.8	3.0	4.7	1.8
Current Ratio	1.4	1.9	1.5	1.4
Return on Assets (%)	5.5	3.8	9.1	4.6
Return on Equity (%)	18.7	6.4	29.7	18.3

Note: All $ amounts are in thousands

Discussion and Analysis

Ten companies are included in the over $50 million annual volume category. These very large companies have a composite revenue of $131.1 million, far in excess of the 43 other companies included in the Other classification. These 10 companies show a composite net income of $2.4 million.

The less than $10 million category has the highest gross profit percentage (27.8%) and G & A expense percentage (20.8%) which resulted in a net income percentage (3.0%) comparable to the overall composite (2.8%). The $10 - 50 million category has the highest net income percentage (4.7%) and the over $50 million category has the lowest (1.8%). All categories have stable current ratios from 1.4 to 1.9, which are in line with the overall composite current ratio. Return on assets and return on equity varied significantly between the categories ranging from a low return on assets (3.8%) and return on equity (6.4%) in the less than $10 million category to a high return on assets (9.1%) and return on equity (29.7%) in the $10 - 50 million category.

As compared to 1990, the categories of less than $10 million and over $50 million experienced a less profitable year in 1991, while the $10 - 50 million category increased in net income by approximately $800 thousand.

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OTHER CONTRACTORS
LESS THAN $10 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$184,671	5.5 %	$296,176	4.2 %
Marketable securities and short-term investments	125,419	3.7	10,934	0.2
Receivables:				
Contract receivables currently due	736,930	21.9	1,149,400	16.2
Retainages on contracts	88,897	2.6	92,653	1.3
Unbilled work	9,988	0.3	34,193	0.5
Other receivables	166,997	5.0	41,177	0.6
Less allowance for doubtful accounts	(17,032)	0.5	(1,811)	0.0
Total receivables, net	985,780	29.4	1,315,612	18.6
Inventories	102,345	3.0	922,400	13.0
Costs and recognized earnings in excess of billings on uncompleted contracts	78,828	2.3	87,960	1.2
Investments in construction joint ventures	48,606	1.4	26,577	0.4
Other current assets	74,900	2.2	207,006	2.9
Total current assets	1,596,549	47.5	2,866,685	40.4
Property, plant and equipment	1,991,300	59.3	4,498,474	63.5
Less accumulated depreciation	(1,169,119)	34.8	(1,417,064)	20.0
Property, plant and equipment, net	822,241	24.5	3,081,410	43.5
Other assets	923,526	27.5	1,089,878	15.4
Intangible assets	15,564	0.5	49,799	0.7
Total assets	$3,357,880	100.0 %	$7,087,752	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$150,118	4.5 %	$356,073	5.0 %
Accounts payable				
Trade, including currently due subcontractors	306,236	9.1	750,455	10.6
Subcontractor retainages	8,579	0.3	3,750	0.1
Other	52,310	1.6	127,605	1.8
Total accounts payable	367,125	10.9	881,810	12.4
Accrued expenses	117,229	3.5	58,102	0.8
Billings in excess of costs and recognized earnings on uncompleted contracts	94,268	2.8	47,438	0.7
Income taxes				
Current	27,048	0.8	21,280	0.3
Deferred	0	0.0	252,259	3.6
Total income taxes	27,048	0.8	273,519	3.9
Other current liabilities	87,829	2.6	786,356	10.8
Total current liabilities	843,615	25.1	2,383,298	33.6
Long-term debt, excluding current portion	428,066	12.7	1,497,523	21.1
Deferred income taxes	86,413	2.6	4,808	0.1
Other	4,547	0.1	20,149	0.3
Minority interests	12,174	0.4	4,158	0.1
Total liabilities	1,374,815	40.9	3,909,936	55.2
Net worth				
Stock, par value	370,018	11.0	273,724	3.9
Additional paid-in capital	750,913	22.4	45,569	0.6
Retained earnings	868,322	25.9	2,872,656	40.5
Treasury stock	(6,188)	0.2	(14,133)	0.2
Total net worth	1,983,065	59.1	3,177,816	44.8
Total liabilities and net worth	$3,357,880	100.0 %	$7,087,752	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$3,929,006	91.1 %	$4,276,723	97.3 %
Other revenue	$381,773	8.9	$117,566	2.7
Total revenue	4,310,779	100.0	4,394,289	100.0
Contract cost	(3,005,719)	69.7	(3,361,287)	76.5
Other cost	(104,580)	2.4	(67,856)	1.5
Total cost	(3,110,299)	72.2	(3,429,143)	78.0
Gross Profit	1,200,480	27.8	965,146	22.0
Selling, general and administrative expenses	(896,402)	20.8	(621,748)	14.1
Interest income	19,738	0.5	22,087	0.5
Interest expense	(40,673)	0.9	(32,041)	0.7
Other income (expense), net	(77,663)	1.8	(58,143)	1.3
Net earnings (loss) before taxes	205,478	4.8	275,301	6.3
Income taxes	(77,954)	1.8	(13,629)	0.3
Net earnings (loss)	$127,524	3.0 %	$261,672	6.0 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	20
1990	25

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.9	1.2
Quick Ratio	1.5	0.7
Days of Cash	15.4	24.3
Work. Cap. Turnover	5.7	9.1
Profitability Ratios		
Return on Assets	3.8 %	3.7 %
Return on Equity	6.4 %	8.2 %
Times Interest Earned	6.1	9.6
Leverage Ratios		
Debt to Equity	0.7	1.2
Revenue to Equity	2.2	1.4
Asset Turnover	1.3	0.6
Fixed Asset Ratio	41.5 %	97.0 %
Equity to G & A Expenses	2.2	5.1
Underbillings to Equity	4.4 %	3.8 %
Average Backlog to Equity	3.8	3.5
Average Backlog to Working Capital	10.1	23.7
Average Months in Backlog	21.1	31.3
Efficiency Ratios		
Days in Accounts Receivable	74.1	97.4
Days in Inventory	11.8	96.8
Days in Accounts Payable	41.5	92.2
Operating Cycle	58.8	126.3

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OTHER CONTRACTORS
$10 - $50 MILLION REVENUE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$910,344	6.4 %	$939,723	8.5 %
Marketable securities and short-term investments	154,770	1.1	665,474	6.0
Receivables:				
Contract receivables currently due	3,850,732	27.1	3,896,602	35.3
Retainages on contracts	580,666	4.1	620,114	5.6
Unbilled work	87,153	0.6	215,824	2.0
Other receivables	533,270	3.8	222,150	2.0
Less allowance for doubtful accounts	(44,731)	0.3	(45,413)	0.4
Total receivables, net	5,007,090	35.2	4,909,257	44.5
Inventories	2,872,545	20.2	726,743	6.6
Costs and recognized earnings in excess of billings on uncompleted contracts	585,450	4.0	1,455,503	13.2
Investments in construction joint ventures	64,945	0.5	10,995	0.1
Other current assets	292,811	2.1	243,179	2.2
Total current assets	9,887,755	69.4	8,950,874	81.1
Property, plant and equipment	8,482,330	59.7	3,363,851	30.5
Less accumulated depreciation	(5,037,927)	35.4	(1,848,685)	16.8
Property, plant and equipment, net	3,444,403	24.2	1,515,166	13.7
Other assets	902,982	6.4	549,053	5.0
Intangible assets	2,230	0.0	19,440	0.2
Total assets	$14,217,370	100.0 %	$11,034,533	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$2,247,637	15.8 %	$1,203,870	10.9 %
Accounts payable				
Trade, including currently due subcontractors	2,501,716	17.6	2,454,189	22.2
Subcontractor retainages	350,904	2.5	426,529	3.9
Other	8,698	0.1	268,778	2.4
Total accounts payable	2,861,318	20.1	3,149,496	28.5
Accrued expenses	641,906	4.5	491,459	4.5
Billings in excess of costs and recognized earnings on uncompleted contracts	577,362	4.1	563,467	5.1
Income taxes				
Current	33,514	0.2	60,558	0.5
Deferred	216,089	1.5	71,801	0.7
Total income taxes	249,603	1.8	132,359	1.2
Other current liabilities	222,547	1.8	208,763	1.9
Total current liabilities	6,800,371	47.8	5,747,214	52.1
Long-term debt, excluding current portion	2,074,825	14.6	1,650,042	15.0
Deferred income taxes	82,842	0.6	456,676	4.1
Other	887,417	6.2	240,211	2.2
Minority interests	0	0.0	7,817	0.1
Total liabilities	9,845,255	69.2	8,101,762	73.4
Net worth				
Stock, par value	183,349	1.1	204,835	1.9
Additional paid-in capital	257,995	1.8	445,983	4.0
Retained earnings	4,184,773	29.4	2,678,504	24.3
Treasury stock	(234,002)	1.6	(396,451)	3.6
Total net worth	4,372,115	30.8	2,932,771	26.6
Total liabilities and net worth	$14,217,370	100.0 %	$11,034,533	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$26,471,901	95.6 %	$24,125,291	97.0 %
Other revenue	$1,212,956	4.4	$733,391	3.0
Total revenue	27,684,857	100.0	24,858,682	100.0
Contract cost	(21,831,608)	78.9	(20,556,993)	82.7
Other cost	(808,272)	2.9	(836,432)	3.4
Total cost	(22,639,880)	81.8	(21,393,425)	86.1
Gross Profit	5,044,977	18.2	3,465,257	13.9
Selling, general and administrative expenses	(3,151,217)	11.4	(2,558,547)	10.3
Interest income	144,780	0.5	125,474	0.5
Interest expense	(269,925)	1.0	(234,175)	0.9
Other income (expense), net	(355,299)	1.3	(127,612)	0.5
Net earnings (loss) before taxes	1,413,292	5.1	670,397	2.7
Income taxes	(113,234)	0.4	(165,877)	0.7
Net earnings (loss)	$1,300,058	4.7 %	$504,520	2.0 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	23
1990	24

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.6
Quick Ratio	0.9	1.1
Days of Cash	11.8	13.6
Work. Cap. Turnover	9.0	7.8
Profitability Ratios		
Return on Assets	9.1 %	4.6 %
Return on Equity	29.7 %	17.2 %
Times Interest Earned	6.2	3.9
Leverage Ratios		
Debt to Equity	2.3	2.8
Revenue to Equity	6.3	8.5
Asset Turnover	1.9	2.3
Fixed Asset Ratio	78.8 %	51.7 %
Equity to G & A Expenses	1.4	1.1
Underbillings to Equity	14.9 %	57.0 %
Average Backlog to Equity	3.8	5.6
Average Backlog to Working Capital	5.2	5.1
Average Months in Backlog	6.9	8.0
Efficiency Ratios		
Days in Accounts Receivable	58.4	59.0
Days in Inventory	45.7	12.2
Days in Accounts Payable	39.9	45.8
Operating Cycle	74.0	39.0

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OTHER CONTRACTORS
OVER $50 MILLION REVENUE

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$5,546,809	10.8 %	$8,748,028	12.9 %
Marketable securities and short-term investments	1,044,420	2.0	264,911	0.4
Receivables:				
Contract receivables currently due	21,085,760	41.2	23,008,847	34.0
Retainages on contracts	1,198,277	2.3	4,841,519	7.2
Unbilled work	82,623	0.2	381,518	0.6
Other receivables	1,057,713	2.1	1,303,287	1.9
Less allowance for doubtful accounts	(325,043)	0.6	(219,841)	0.3
Total receivables, net	23,099,330	45.1	29,313,330	43.3
Inventories	2,344,506	4.6	11,108,117	16.4
Costs and recognized earnings in excess of billings on uncompleted contracts	1,100,816	2.1	2,034,220	3.0
Investments in construction joint ventures	1,229,500	2.4	540,194	0.8
Other current assets	2,997,540	5.9	2,571,509	3.8
Total current assets	37,362,921	72.9	54,576,909	80.6
Property, plant and equipment	38,074,249	74.3	12,544,137	18.5
Less accumulated depreciation	(27,865,735)	54.4	(5,444,921)	8.0
Property, plant and equipment, net	10,208,514	19.9	7,099,216	10.5
Other assets	3,063,275	6.0	5,967,943	8.8
Intangible assets	591,734	1.2	49,133	0.1
Total assets	$51,226,444	100.0 %	$67,693,201	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$2,890,199	5.6 %	$8,562,083	12.6 %
Accounts payable				
Trade, including currently due subcontractors	13,799,393	26.9	15,898,029	23.2
Subcontractor retainages	1,106,066	2.2	3,427,337	5.1
Other	490,874	1.0	157,034	0.2
Total accounts payable	15,396,333	30.1	19,282,400	28.5
Accrued expenses	2,064,363	4.0	6,094,744	9.0
Billings in excess of costs and recognized earnings on uncompleted contracts	2,923,593	5.7	3,849,497	5.7
Income taxes				
Current	1,398,037	2.7	913,589	1.3
Deferred	235,085	0.5	885,701	1.3
Total income taxes	1,633,122	3.2	1,799,290	2.7
Other current liabilities	1,164,645	2.3	978,315	1.4
Total current liabilities	26,072,255	50.9	40,586,329	59.9
Long-term debt, excluding current portion	9,484,044	18.5	9,137,873	13.5
Deferred income taxes	914,119	1.8	376,026	0.6
Other	955,185	1.9	125,804	0.2
Minority interests	788,009	1.5	1,288,038	1.9
Total liabilities	38,213,612	74.6	51,494,070	76.1
Net worth				
Stock, par value	1,145,930	2.2	634,428	0.9
Additional paid-in capital	7,957,190	15.5	4,019,117	5.9
Retained earnings	5,007,478	9.8	12,449,572	18.4
Treasury stock	(1,097,766)	2.1	(903,986)	1.3
Total net worth	13,012,832	25.4	16,199,131	23.9
Total liabilities and net worth	$51,226,444	100.0 %	$67,693,201	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$126,995,471	96.8 %	$177,145,773	94.9 %
Other revenue	$4,168,281	3.2	$9,497,568	5.1
Total revenue	131,163,752	100.0	186,643,341	100.0
Contract cost	(111,345,809)	84.9	(152,527,042)	81.7
Other cost	(2,628,758)	2.0	(4,287,828)	2.3
Total cost	(113,974,567)	86.9	(156,814,870)	84.0
Gross Profit	17,189,185	13.1	29,828,471	16.0
Selling, general and administrative expenses	(13,404,694)	10.2	(23,718,218)	12.7
Interest income	397,919	0.3	1,333,293	0.7
Interest expense	(733,802)	0.6	(1,642,489)	0.9
Other income (expense), net	346,386	0.3	(601,072)	0.3
Net earnings (loss) before taxes	3,795,004	2.9	5,199,985	2.8
Income taxes	(1,419,188)	1.1	(2,068,537)	1.1
Net earnings (loss)	$2,375,816	1.8 %	$3,131,448	1.7 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	10
1990	14

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.4	1.3
Quick Ratio	1.1	0.9
Days of Cash	15.2	16.9
Work. Cap. Turnover	11.6	13.3
Profitability Ratios		
Return on Assets	4.6 %	4.6 %
Return on Equity	18.3 %	19.3 %
Times Interest Earned	6.2	4.2
Leverage Ratios		
Debt to Equity	2.9	3.2
Revenue to Equity	10.1	11.5
Asset Turnover	2.6	2.8
Fixed Asset Ratio	78.4 %	43.8 %
Equity to G & A Expenses	1.0	0.7
Underbillings to Equity	9.1 %	14.9 %
Average Backlog to Equity	7.1	14.7
Average Backlog to Working Capital	8.2	16.9
Average Months in Backlog	8.5	15.3
Efficiency Ratios		
Days in Accounts Receivable	59.9	46.5
Days in Inventory	7.4	25.5
Days in Accounts Payable	45.1	36.4
Operating Cycle	37.4	52.4

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SPECIAL CLASSIFICATIONS

SPECIAL CLASSIFICATIONS

Foreword

The 1991 survey resulted in 804 contractors participating. Of that total, 669 or 83% presented financial data. The financial data was classified into five types of contractors (Industrial and Nonresidential; Heavy and Highway; Single Family and Residential; Specialty Trades; and Other). Also, the geographic locations and estimated percentages of work performed in each were provided. This data was presented in six regions (Northeast; Southeast; Midwest; Southwest; West; and Far West). To determine whether a contractor's financial data would be included in a region as representative of the contractors performing work in that region a criteria for inclusion was established. The criteria used was whether the company performed 33% or more of its annual contract volume in a given region. If so, that contractor's financial data was included in the regional composite financial data. Thus, it was possible for a company to be included in up to three geographic regions. However, using the aforementioned criteria, it was possible for a company to be excluded from all geographic regions if no more than 33% of its annual volume was performed in a region. There were 9 companies that did not meet the criteria for inclusion in any geographic region. These 9 companies are included in this section of the survey as National Companies. Additionally, financial data for the 26 companies that indicated they were SEC registrants is included as Public Companies. Finally, 19 companies indicated they were either minority owned companies or women owned companies. These companies' composite financial data is included as Minority Business Enterprises.

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SELECTED FINANCIAL DATA

National Companies

	All Companies	National Companies
Number of Companies	669	9
Assets	$21,018	$129,579
Liabilities	14,951	106,607
Net Worth	6,067	22,972
% Net Worth to Assets	28.9	17.7
Revenues	56,893	263,729
Gross Profit	4,800	28,504
% Gross Profit	8.4	10.8
G&A Expenses	3,750	30,850
% to Revenue	6.6	11.7
Net Income	760	(9,626)
% Net Income	1.3	(3.6)
Current Ratio	1.3	1.2
Return on Assets (%)	3.6	(7.4)
Return on Equity (%)	12.5	(41.9)

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The number of companies falling into the National category dropped from 14 in 1990 to 9 in 1991.The nine large companies included in the National category in 1991 have a composite balance sheet which is approximately 6 times larger than the overall composite balance sheet for all companies. Revenues for the National companies are 5 times the composite revenues for all companies in the survey. The reported revenues in 1991 are approximately one third of the amount reported in the 1990 survey.

In 1991, G & A expense percentage has more than tripled within the National Companies. In 1990, G & A expenses were six times the overall composite G & A expenses whereas, in 1991, G & A expenses are 8 times the overall composite amount. This has resulted in a negative net income percentage of -3.6% in 1991 compared with a percentage of 0.3% in 1990. The return on assets (-7.4%) and return on equity (-41.9%) have both declined significantly from 1990.

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NATIONAL COMPANIES
COMPOSITE

BALANCE SHEET

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current assets				
Cash and cash equivalents	$13,333,911	10.3 %	$26,042,167	9.3 %
Marketable securities and short-term investments	1,060,927	0.8	173,230	0.1
Receivables:				
Contract receivables currently due	46,541,716	35.9	54,781,329	19.6
Retainages on contracts	7,253,579	5.6	32,231,236	11.5
Unbilled work	1,055,003	0.8	10,649,955	3.8
Other receivables	2,983,472	2.3	7,307,583	2.6
Less allowance for doubtful accounts	(286,346)	0.2	(418,483)	0.1
Total receivables, net	57,527,424	44.4	104,531,590	37.4
Inventories	10,948,543	8.4	6,329,433	2.3
Costs and recognized earnings in excess of billings on uncompleted contracts	2,265,148	1.7	31,837,526	11.4
Investments in construction joint ventures	335,333	0.3	2,078,426	0.7
Other current assets	4,889,503	3.8	14,868,522	5.3
Total current assets	90,360,789	69.7	185,858,896	66.5
Property, plant and equipment	43,775,842	33.8	93,574,418	33.5
Less accumulated depreciation	(21,668,819)	16.7	(28,659,089)	10.3
Property, plant and equipment, net	22,108,823	17.1	64,915,329	23.2
Other assets	9,990,685	7.7	27,270,271	9.8
Intangible assets	7,118,787	5.5	1,363,474	0.5
Total assets	$129,579,084	100.0 %	$279,407,970	100.0 %

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Current liabilities				
Current portion of long-term debt	$2,985,081	2.3 %	$3,538,749	1.3 %
Accounts payable				
Trade, including currently due subcontractors	25,028,432	19.3	52,856,337	18.8
Subcontractor retainages	2,919,843	2.3	26,355,487	9.4
Other	15,052,788	11.6	1,445,236	0.5
Total accounts payable	43,001,043	33.2	80,457,060	28.8
Accrued expenses	8,791,895	6.8	28,343,310	10.1
Billings in excess of costs and recognized earnings on uncompleted contracts	13,727,987	10.6	22,009,340	7.9
Income taxes				
Current	2,470	0.0	1,778,846	0.6
Deferred	823,778	0.6	242,569	0.1
Total income taxes	826,248	0.6	2,019,215	0.7
Other current liabilities	8,880,270	6.8	9,877,511	3.5
Total current liabilities	78,201,524	60.4	146,245,185	52.3
Long-term debt, excluding current portion	19,630,515	15.2	14,408,627	5.2
Deferred income taxes	3,414,071	2.6	7,781,051	2.8
Other	5,345,035	4.1	7,592,036	2.7
Minority interests	8,560	0.0	34,659,198	12.4
Total liabilities	106,606,705	82.3	210,686,097	75.4
Net worth				
Stock, par value	1,989,670	1.5	4,595,231	1.6
Additional paid-in capital	4,432,333	3.4	46,794,266	16.7
Retained earnings	16,662,672	12.9	19,579,044	7.0
Treasury stock	(112,296)	0.1	(2,246,668)	0.8
Total net worth	22,972,379	17.7	68,721,873	24.6
Total liabilities and net worth	$129,579,084	100.0 %	$279,407,970	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	Percent	1990 Participants Amount	Percent
Contract revenue	$212,854,069	80.7 %	$767,876,980	91.9 %
Other revenue	$50,874,889	19.3	$67,738,589	8.1
Total revenue	263,728,958	100.0	835,615,569	100.0
Contract cost	(200,630,058)	76.1	(738,737,287)	88.4
Other cost	(34,594,838)	13.1	(62,649,958)	7.5
Total cost	(235,224,896)	89.2	(801,387,245)	95.9
Gross Profit	28,504,062	10.8	34,228,324	4.1
Selling, general and administrative expenses	(30,850,102)	11.7	(28,200,758)	3.4
Interest income	135,680	0.1	3,915,681	0.5
Interest expense	(3,472,448)	1.3	(835,716)	0.1
Other income (expense), net	(3,104,093)	1.2	1,093,393	0.1
Net earnings (loss) before taxes	(8,786,901)	3.3	10,200,924	1.2
Income taxes	(839,177)	0.3	(7,503,504)	0.9
Net earnings (loss)	($9,626,078)	3.6 %	$2,697,420	0.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	9
1990	14

Financial Ratios

	1991 Participants	1990 Participants
Liquidity Ratios		
Current Ratio	1.2	1.3
Quick Ratio	0.9	0.9
Days of Cash	18.2	11.2
Work. Cap. Turnover	21.7	21.1
Profitability Ratios		
Return on Assets	-7.4 %	1.0 %
Return on Equity	-41.9 %	3.9 %
Times Interest Earned	(1.5)	13.2
Leverage Ratios		
Debt to Equity	4.6	3.1
Revenue to Equity	11.5	12.2
Asset Turnover	2.0	3.0
Fixed Asset Ratio	96.2 %	94.5 %
Equity to G & A Expenses	0.7	2.4
Underbillings to Equity	14.5 %	61.8 %
Average Backlog to Equity	5.9	20.3
Average Backlog to Working Capital	11.1	35.2
Average Months in Backlog	6.1	20.0
Efficiency Ratios		
Days in Accounts Receivable	67.2	26.6
Days in Inventory	18.8	2.8
Days in Accounts Payable	61.3	24.3
Operating Cycle	40.8	18.3

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SELECTED FINANCIAL DATA

Public Companies

	All Companies	Public Companies
Number of Companies	669	26
Assets	$21,018	$115,716
Liabilities	14,951	92,241
Net Worth	6,067	23,475
% Net Worth to Assets	28.9	20.3
Revenues	56,893	304,756
Gross Profit	4,800	18,479
% Gross Profit	8.4	6.1
G&A Expenses	3,750	18,181
% to Revenue	6.6	6.0
Net Income	760	(1,976)
% Net Income	1.3	(0.6)
Current Ratio	1.3	1.2
Return on Assets (%)	3.6	(1.7)
Return on Equity (%)	12.5	(8.4)

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The 26 public owned companies represented in the survey have a composite balance sheet which is approximately six times that for all companies included in the survey. Net worth is approximately four times greater but is a lower percentage of assets. Revenues are approximately five times greater than the overall composite for all companies, but gross profit percentage (6.1%) is significantly less than the overall composite gross profit percentage (8.4%).

The public companies had a significant downswing in profits this year. The bottom line went from $8.3 million in net income in 1990 to a $2.0 million loss in 1991. Comparably, the net income percentage declined from 1.6% in 1990 to -0.6% in 1991. A decline was also noted in the return on assets (-1.7%) and return on equity (-8.4%) which are both well below the overall composite.

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PUBLIC COMPANIES
COMPOSITE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$5,381,879	4.7 %	$13,698,104	7.3 %
Marketable securities and short-term investments	2,254,808	1.9	950,233	0.5
Receivables:				
Contract receivables currently due	36,923,374	31.9	38,094,830	20.2
Retainages on contracts	12,483,949	10.8	17,418,007	9.2
Unbilled work	4,469,112	3.9	7,921,648	4.2
Other receivables	8,476,419	7.3	9,367,395	5.0
Less allowance for doubtful accounts	(231,842)	0.2	(321,366)	0.2
Total receivables, net	62,121,012	53.7	72,500,290	38.4
Inventories	4,188,417	3.6	10,330,999	5.5
Costs and recognized earnings in excess of billings on uncompleted contracts	2,829,600	2.4	16,414,291	8.7
Investments in construction joint ventures	552,495	0.5	2,080,658	1.1
Other current assets	6,413,568	5.5	9,752,973	5.2
Total current assets	83,741,579	72.4	125,747,548	66.6
Property, plant and equipment	26,938,165	23.3	69,479,905	36.8
Less accumulated depreciation	(14,650,339)	12.7	(23,579,449)	12.5
Property, plant and equipment, net	12,287,826	10.6	45,900,456	24.3
Other assets	17,175,405	14.8	16,998,656	9.0
Intangible assets	2,511,217	2.2	111,459	0.1
Total assets	$115,716,027	100.0 %	$188,758,121	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$3,425,819	3.0 %	$3,431,944	1.8 %
Accounts payable				
Trade, including currently due subcontractors	28,252,313	24.4	30,220,090	16.0
Subcontractor retainages	8,631,691	7.5	14,466,591	7.7
Other	8,676,936	7.5	4,093,393	2.2
Total accounts payable	45,560,940	39.4	48,780,074	25.8
Accrued expenses	8,177,360	7.1	18,906,819	10.0
Billings in excess of costs and recognized earnings on uncompleted contracts	7,202,302	6.2	14,087,892	7.5
Income taxes				
Current	283,881	0.2	1,142,668	0.6
Deferred	445,306	0.4	189,773	0.1
Total income taxes	729,187	0.6	1,332,441	0.7
Other current liabilities	5,967,582	5.2	7,023,739	3.7
Total current liabilities	71,063,190	61.4	93,562,909	49.6
Long-term debt, excluding current portion	15,340,840	13.3	10,144,754	5.4
Deferred income taxes	3,480,757	3.0	5,108,036	2.7
Other	1,925,470	1.7	7,998,985	4.2
Minority interests	430,930	0.4	16,836,942	8.9
Total liabilities	92,241,187	79.7	133,651,629	70.8
Net worth				
Stock, par value	1,476,861	1.3	5,296,978	2.8
Additional paid-in capital	5,824,797	5.0	32,085,123	17.0
Retained earnings	17,330,357	15.0	21,821,826	11.5
Treasury stock	(1,157,175)	1.0	(3,877,435)	2.1
Total net worth	23,474,840	20.3	55,106,492	29.2
Total liabilities and net worth	$115,716,027	100.0 %	$188,758,121	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$289,800,228	95.1 %	$458,059,178	90.8 %
Other revenue	$14,955,644	4.9	$46,639,346	9.2
Total revenue	304,755,872	100.0	504,698,524	100.0
Contract cost	(275,485,778)	90.4	(436,901,396)	86.5
Other cost	(10,790,664)	3.5	(38,749,226)	7.7
Total cost	(286,276,442)	93.9	(475,250,622)	94.2
Gross Profit	18,479,430	6.1	29,447,902	5.8
Selling, general and administrative expenses	(18,181,174)	6.0	(19,324,631)	3.8
Interest income	193,913	0.1	2,948,991	0.6
Interest expense	(1,455,827)	0.5	(1,379,503)	0.3
Other income (expense), net	(505,079)	0.2	626,812	0.1
Net earnings (loss) before taxes	(1,468,733)	0.5	12,317,371	2.4
Income taxes	(507,662)	0.2	(4,006,904)	0.8
Net earnings (loss)	($1,976,395)	0.6 %	$8,310,467	1.6 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	28
1990	29

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.2	1.3
Quick Ratio	1.0	0.9
Days of Cash	8.4	9.8
Work. Cap. Turnover	24.0	15.7
Profitability Ratios		
Return on Assets	-1.7 %	4.4 %
Return on Equity	-8.4 %	15.1 %
Times Interest Earned	0.0	9.9
Leverage Ratios		
Debt to Equity	3.9	2.4
Revenue to Equity	13.0	9.2
Asset Turnover	2.6	2.7
Fixed Asset Ratio	52.3 %	83.3 %
Equity to G & A Expenses	1.3	2.9
Underbillings to Equity	31.1 %	44.2 %
Average Backlog to Equity	30.3	19.7
Average Backlog to Working Capital	56.1	33.7
Average Months in Backlog	28.0	25.8
Efficiency Ratios		
Days in Accounts Receivable	53.4	33.6
Days in Inventory	5.3	7.8
Days in Accounts Payable	46.4	26.0
Operating Cycle	18.5	25.2

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SELECTED FINANCIAL DATA

Minority Companies

	All Companies	Minority Companies
Number of Companies	669	19
Assets	$21,018	$11,602
Liabilities	14,951	7,501
Net Worth	6,067	4,101
% Net Worth to Assets	28.9	35.3
Revenues	56,893	37,225
Gross Profit	4,800	3,298
% Gross Profit	8.4	8.9
G&A Expenses	3,750	2,409
% to Revenue	6.6	6.5
Net Income	760	830
% Net Income	1.3	2.2
Current Ratio	1.3	1.5
Return on Assets (%)	3.6	7.2
Return on Equity (%)	12.5	20.2

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The 19 companies that indicated they were Minority Business Enterprises have a composite balance sheet which is approximately 55% the size of the composite balance sheet for all companies. Revenues are approximately 65% of the composite revenue for all companies. Gross profit percentage is slightly higher (8.9%) than the overall composite (8.4%). Net income percentage is also slightly higher (2.2%) than the overall composite (1.3%).

The minority companies had a more profitable year in 1991 with net income of $830,000 compared to $471,000 in 1990. However, the net income percentage (2.2%) declined slightly from 1990. The return on assets (7.2%) and return on equity (20.2%) both increased slightly from 1990.

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MINORITY BUSINESS ENTERPRISES
COMPOSITE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$1,553,424	13.4 %	$434,013	5.9 %
Marketable securities and short-term investments	38,595	0.3	230,784	3.1
Receivables:				
Contract receivables currently due	5,048,403	43.5	2,849,514	38.8
Retainages on contracts	1,592,476	13.7	729,852	9.9
Unbilled work	54,477	0.5	33,114	0.5
Other receivables	266,232	2.3	203,409	2.8
Less allowance for doubtful accounts	(30,780)	0.3	(11,027)	0.1
Total receivables, net	6,930,808	59.7	3,804,862	51.8
Inventories	161,064	1.4	79,945	1.1
Costs and recognized earnings in excess of billings on uncompleted contracts	712,761	6.1	562,322	7.6
Investments in construction joint ventures	104,072	0.9	49,611	0.7
Other current assets	349,761	3.0	177,905	2.4
Total current assets	9,850,485	84.9	5,339,422	72.6
Property, plant and equipment	2,531,650	21.8	3,085,440	42.0
Less accumulated depreciation	(1,561,212)	13.5	(2,480,465)	33.7
Property, plant and equipment, net	970,438	8.4	604,975	8.2
Other assets	683,964	5.9	568,486	7.7
Intangible assets	97,329	0.8	839,144	11.4
Total assets	$11,602,216	100.0 %	$7,352,026	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$455,443	3.9 %	$214,790	2.9 %
Accounts payable				
Trade, including currently due subcontractors	3,397,352	29.3	1,982,000	27.0
Subcontractor retainages	754,729	6.5	279,866	3.8
Other	49,344	0.4	30,937	0.4
Total accounts payable	4,201,425	36.2	2,292,803	31.2
Accrued expenses	673,697	5.8	438,004	6.0
Billings in excess of costs and recognized earnings on uncompleted contracts	1,207,085	10.4	761,694	10.4
Income taxes				
Current	85,997	0.7	60,331	0.8
Deferred	106,762	0.9	128,769	1.8
Total income taxes	192,759	1.7	189,100	2.6
Other current liabilities	40,975	0.4	60,352	0.8
Total current liabilities	6,771,384	58.4	3,958,943	53.8
Long-term debt, excluding current portion	686,527	5.9	495,134	6.7
Deferred income taxes	(25,096)	-0.2	58,790	0.8
Other	72,981	0.6	52,097	0.7
Minority interests	2,581	0.0	35,328	0.5
Total liabilities	7,501,457	64.7	4,596,292	62.5
Net worth				
Stock, par value	315,974	2.7	427,010	5.8
Additional paid-in capital	176,188	1.5	151,821	2.1
Retained earnings	3,835,975	33.1	2,483,506	33.8
Treasury stock	(227,378)	2.0	(306,603)	4.2
Total net worth	4,100,759	35.3	2,755,734	37.5
Total liabilities and net worth	$11,602,216	100.0 %	$7,352,026	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$36,494,282	98.0 %	$18,588,511	96.1 %
Other revenue	$730,763	2.0	$758,857	3.9
Total revenue	37,225,045	100.0	19,347,368	100.0
Contract cost	(33,262,787)	89.4	(16,644,822)	86.0
Other cost	(664,625)	1.8	(677,911)	3.5
Total cost	(33,927,412)	91.1	(17,322,733)	89.5
Gross Profit	3,297,633	8.9	2,024,635	10.5
Selling, general and administrative expenses	(2,409,290)	6.5	(1,529,967)	7.9
Interest income	162,572	0.4	71,983	0.4
Interest expense	(113,734)	0.3	(81,615)	0.4
Other income (expense), net	194,487	0.5	105,277	0.5
Net earnings (loss) before taxes	1,131,668	3.0	590,313	3.1
Income taxes	(301,273)	0.8	(119,351)	0.6
Net earnings (loss)	$830,395	2.2 %	$470,962	2.4 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	19
1990	15

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.3
Quick Ratio	1.3	1.1
Days of Cash	15.0	8.1
Work. Cap. Turnover	12.1	14.0
Profitability Ratios		
Return on Assets	7.2 %	6.4 %
Return on Equity	20.2 %	17.1 %
Times Interest Earned	11.0	8.2
Leverage Ratios		
Debt to Equity	1.8	1.7
Revenue to Equity	9.1	7.0
Asset Turnover	3.2	2.6
Fixed Asset Ratio	23.7 %	22.0 %
Equity to G & A Expenses	1.7	1.8
Underbillings to Equity	18.7 %	21.6 %
Average Backlog to Equity	5.0	5.2
Average Backlog to Working Capital	6.7	10.4
Average Months in Backlog	6.6	8.9
Efficiency Ratios		
Days in Accounts Receivable	51.1	58.6
Days in Inventory	1.7	1.7
Days in Accounts Payable	36.6	41.8
Operating Cycle	31.3	24.5

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SELECTED FINANCIAL DATA

Foreign Owned Contractors

	All Companies	Owned Companies
Number of Companies	669	19
Assets	$21,018	$102,101
Liabilities	14,951	76,273
Net Worth	6,067	25,828
% Net Worth to Assets	28.9	25.3
Revenues	56,893	261,803
Gross Profit	4,800	15,597
% Gross Profit	8.4	6.0
G&A Expenses	3,750	12,216
% to Revenue	6.6	4.7
Net Income	760	2,508
% Net Income	1.3	1.0
Current Ratio	1.3	1.3
Return on Assets (%)	3.6	2.5
Return on Equity (%)	12.5	9.7

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The nineteen foreign owned companies represented in the survey have a composite balance sheet which is approximately five times larger than the overall composite balance sheet. Revenues are also approximately five times larger than the all companies composite revenue. While reported income is three times that of the overall composite, the net income percentage is slightly less. This is due to their gross profit percentage (6.0%) being approximately 2.4% lower than the overall composite gross profit percentage.

In comparison to 1990, Foreign Owned contractors had a 4.3% decline in the gross profit percentage. This was offset by a 3.4% decrease in the G & A expense percentage. The net effect resulted in a net income percentage increase of 0.2%.

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FOREIGN OWNED COMPANIES
COMPOSITE

BALANCE SHEET

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current assets				
Cash and cash equivalents	$7,317,410	7.2 %	$3,713,486	4.2 %
Marketable securities and short-term investments	4,903,491	4.8	2,819,800	3.2
Receivables:				
Contract receivables currently due	34,201,526	33.5	28,153,183	31.7
Retainages on contracts	9,661,242	9.5	8,328,011	9.4
Unbilled work	209,724	0.2	2,461,169	2.8
Other receivables	4,427,060	4.3	1,581,334	1.8
Less allowance for doubtful accounts	(456,491)	0.4	(353,744)	0.4
Total receivables, net	48,043,051	47.1	40,169,953	45.2
Inventories	3,575,873	3.5	6,183,113	7.0
Costs and recognized earnings in excess of billings on uncompleted contracts	2,471,232	2.4	3,748,849	4.2
Investments in construction joint ventures	1,684,692	1.7	842,196	0.9
Other current assets	4,722,961	4.6	3,392,039	3.8
Total current assets	72,718,710	71.2	60,869,438	68.5
Property, plant and equipment	33,686,459	33.0	28,552,780	32.1
Less accumulated depreciation	(14,154,283)	13.9	(11,184,158)	12.6
Property, plant and equipment, net	19,532,176	19.1	17,368,622	19.5
Other assets	6,412,743	6.3	6,945,749	7.8
Intangible assets	3,436,977	3.4	3,673,999	4.1
Total assets	$102,100,606	100.0 %	$88,857,808	100.0 %

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Current liabilities				
Current portion of long-term debt	$2,166,723	2.1 %	$1,310,339	1.5 %
Accounts payable				
Trade, including currently due subcontractors	17,827,807	17.5	19,616,084	22.1
Subcontractor retainages	9,038,842	8.9	1,729,443	1.9
Other	5,880,739	5.8	4,572,255	5.1
Total accounts payable	32,747,188	32.1	25,917,782	29.2
Accrued expenses	6,386,775	6.3	3,868,933	4.4
Billings in excess of costs and recognized earnings on uncompleted contracts	10,765,936	10.5	8,055,509	9.1
Income taxes				
Current	1,335,028	1.3	1,068,564	1.2
Deferred	399,736	0.4	475,662	0.5
Total income taxes	1,734,764	1.7	1,564,226	1.8
Other current liabilities	2,216,423	2.2	1,211,330	1.4
Total current liabilities	56,017,809	54.9	41,948,119	47.2
Long-term debt, excluding current portion	9,582,257	9.4	11,023,158	12.4
Deferred income taxes	1,463,089	1.4	1,082,940	1.2
Other	9,229,707	9.0	11,661,832	13.1
Minority interests	0	0.0	170,260	0.2
Total liabilities	76,272,862	74.7	65,886,329	74.1
Net worth				
Stock, par value	1,862,222	1.8	4,716,520	5.3
Additional paid-in capital	15,609,634	15.3	9,751,457	11.0
Retained earnings	8,396,993	8.2	9,517,106	9.6
Treasury stock	(43,105)	0.0	(13,604)	0.0
Total net worth	25,827,744	25.3	22,971,479	25.9
Total liabilities and net worth	$102,100,606	100.0 %	$88,857,808	100.0 %

STATEMENT OF EARNINGS

	1991 Participants		1990 Participants	
	Amount	Percent	Amount	Percent
Contract revenue	$249,009,259	95.1 %	$200,443,940	97.3 %
Other revenue	$12,793,854	4.9	$5,521,075	2.7
Total revenue	261,803,113	100.0	205,965,015	100.0
Contract cost	(236,140,951)	90.2	(180,255,349)	87.5
Other cost	(10,065,392)	3.8	(4,563,037)	2.2
Total cost	(246,206,343)	94.0	(184,818,386)	89.7
Gross Profit	15,596,770	6.0	21,146,629	10.3
Selling, general and administrative expenses	(12,216,234)	4.7	(16,686,471)	8.1
Interest income	1,062,159	0.4	1,320,680	0.6
Interest expense	(1,562,448)	0.6	(3,062,986)	1.5
Other income (expense), net	912,296	0.3	130,806	0.1
Net earnings (loss) before taxes	3,772,543	1.4	2,818,658	1.4
Income taxes	(1,264,365)	0.5	(1,164,063)	0.6
Net earnings (loss)	$2,508,178	1.0 %	$1,652,595	0.8 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	19
1990	24

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.3	1.5
Quick Ratio	1.1	1.1
Days of Cash	10.1	6.5
Work. Cap. Turnover	15.7	10.9
Profitability Ratios		
Return on Assets	2.5 %	1.9 %
Return on Equity	9.7 %	7.2 %
Times Interest Earned	3.4	1.9
Leverage Ratios		
Debt to Equity	3.0	2.9
Revenue to Equity	10.1	9.0
Asset Turnover	2.6	2.3
Fixed Asset Ratio	75.6 %	75.6 %
Equity to G & A Expenses	2.1	1.4
Underbillings to Equity	10.4 %	27.0 %
Average Backlog to Equity	9.1	7.3
Average Backlog to Working Capital	14.0	8.8
Average Months in Backlog	10.7	9.7
Efficiency Ratios		
Days in Accounts Receivable	52.5	51.4
Days in Inventory	5.2	12.0
Days in Accounts Payable	34.7	47.1
Operating Cycle	33.1	22.8

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SELECTED FINANCIAL DATA

Companies that perform work in foreign countries

	All Companies	Foreign Companies
Number of Companies	669	6
Assets	$21,018	$20,673
Liabilities	14,951	12,944
Net Worth	6,067	7,729
% Net Worth to Assets	28.9	37.4
Revenues	56,893	34,893
Gross Profit	4,800	3,725
% Gross Profit	8.4	10.7
G&A Expenses	3,750	3,421
% to Revenue	6.6	9.8
Net Income	760	344
% Net Income	1.3	1.0
Current Ratio	1.3	1.5
Return on Assets (%)	3.6	1.7
Return on Equity (%)	12.5	4.5

Note: All $ Amounts are in Thousands.

Discussion and Analysis

The six Foreign companies that provided financial data represent businesses of similar size to the overall composite, however, total revenues are only 61% of the overall composite revenue. Both the gross profit percentage (10.7%) and the G & A expense percentage (9.8%) are higher than the overall composite. The net income percentage (1.0) is slightly lower.

The 1991 gross profit percentage was 2.2% higher than 1990. The G & A expense percentage was 6.1% higher and the net income percentage was 2.3% lower in 1991. The return on assets (1.7%) and return on equity (4.5%) both declined significantly from 1990.

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FOREIGN REGION
COMPOSITE

BALANCE SHEET

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current assets				
Cash and cash equivalents	$2,252,020	10.9 %	$532,827	11.2 %
Marketable securities and short-term investments	4,044,791	19.6	170,220	3.6
Receivables:				
Contract receivables currently due	5,815,734	28.1	2,620,315	55.3
Retainages on contracts	1,317,891	6.4	338,692	7.1
Unbilled work	15,187	0.1	71,780	1.5
Other receivables	528,368	2.6	213,780	4.5
Less allowance for doubtful accounts	(12,228)	0.1	(24,163)	0.5
Total receivables, net	7,664,952	37.1	3,220,404	68.0
Inventories	1,091,194	5.3	23,902	0.5
Costs and recognized earnings in excess of billings on uncompleted contracts	2,477,871	12.0	193,370	4.1
Investments in construction joint ventures	17,588	0.1	42,193	0.9
Other current assets	263,850	1.3	47,032	1.0
Total current assets	17,812,266	86.2	4,229,957	89.3
Property, plant and equipment	4,498,782	21.8	875,187	18.5
Less accumulated depreciation	2,627,558	12.7	(431,230)	9.1
Property, plant and equipment, net	1,871,224	9.1	443,957	9.4
Other assets	921,558	4.5	65,078	1.4
Intangible assets	67,555	0.3	0	0.0
Total assets	$20,672,603	100.0 %	$4,738,992	100.0 %

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Current liabilities				
Current portion of long-term debt	$241,501	1.2 %	$172,055	3.6 %
Accounts payable				
Trade, including currently due subcontractors	4,585,218	22.2	1,694,081	35.7
Subcontractor retainages	694,896	3.4	201,782	4.3
Other	3,385,487	16.4	95,034	2.0
Total accounts payable	8,665,601	41.9	1,990,877	42.0
Accrued expenses	1,263,451	6.1	181,422	3.8
Billings in excess of costs and recognized earnings on uncompleted contracts	1,135,928	5.5	216,722	4.6
Income taxes				
Current	8,488	0.0	5,306	0.1
Deferred	106,088	0.5	7,249	0.2
Total income taxes	114,556	0.6	12,555	0.3
Other current liabilities	494,832	2.4	689,831	14.6
Total current liabilities	11,915,867	57.6	3,283,462	68.9
Long-term debt, excluding current portion	531,345	2.6	133,379	2.8
Deferred income taxes	361,859	1.8	46,976	1.0
Other	99,736	0.5	0	0.0
Minority interests	35,000	0.2	0	0.0
Total liabilities	12,943,807	62.6	3,443,817	72.7
Net worth				
Stock, par value	1,997,448	9.7	526,139	11.1
Additional paid-in capital	1,628,134	7.9	61,238	1.3
Retained earnings	4,636,325	22.4	707,800	14.9
Treasury stock	(533,109)	2.6	0	0.0
Total net worth	7,728,796	37.4	1,295,175	27.3
Total liabilities and net worth	$20,672,603	100.0 %	$4,738,992	100.0 %

STATEMENT OF EARNINGS

	1991 Participants Amount	1991 Participants Percent	1990 Participants Amount	1990 Participants Percent
Contract revenue	$34,644,495	99.3 %	$18,603,441	95.0 %
Other revenue	$248,187	0.7	$972,617	5.0
Total revenue	34,892,682	100.0	19,576,058	100.0
Contract cost	(31,050,401)	89.0	(16,784,246)	85.7
Other cost	(117,371)	0.3	(1,123,278)	5.7
Total cost	(31,167,772)	89.3	(17,907,524)	91.5
Gross Profit	3,724,890	10.7	1,668,534	8.5
Selling, general and administrative expenses	(3,420,535)	9.8	(729,754)	3.7
Interest income	228,834	0.7	32,812	0.2
Interest expense	(180,758)	0.5	0	0.0
Other income (expense), net	103,368	0.3	(137,043)	0.7
Net earnings (loss) before taxes	455,799	1.3	834,549	4.3
Income taxes	(111,736)	0.3	(197,456)	1.0
Net earnings (loss)	$344,063	1.0 %	$637,093	3.3 %

NUMBER OF PARTICIPANTS

Survey Year	Number
1991	6
1990	8

Financial Ratios

Liquidity Ratios	1991 Participants	1990 Participants
Current Ratio	1.5	1.3
Quick Ratio	1.2	1.2
Days of Cash	23.2	9.8
Work. Cap. Turnover	5.9	20.3
Profitability Ratios		
Return on Assets	1.7 %	13.4 %
Return on Equity	4.5 %	49.2 %
Times Interest Earned	3.5	N/A
Leverage Ratios		
Debt to Equity	1.7	2.7
Revenue to Equity	4.5	15.1
Asset Turnover	1.7	4.1
Fixed Asset Ratio	24.2 %	34.3 %
Equity to G & A Expenses	2.3	1.8
Underbillings to Equity	32.3 %	20.5 %
Average Backlog to Equity	3.3	8.0
Average Backlog to Working Capital	4.4	10.5
Average Months in Backlog	8.9	7.0
Efficiency Ratios		
Days in Accounts Receivable	65.3	51.7
Days in Inventory	12.6	0.5
Days in Accounts Payable	92.1	36.0
Operating Cycle	9.1	28.0

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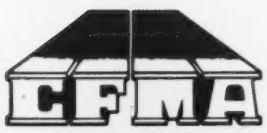

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